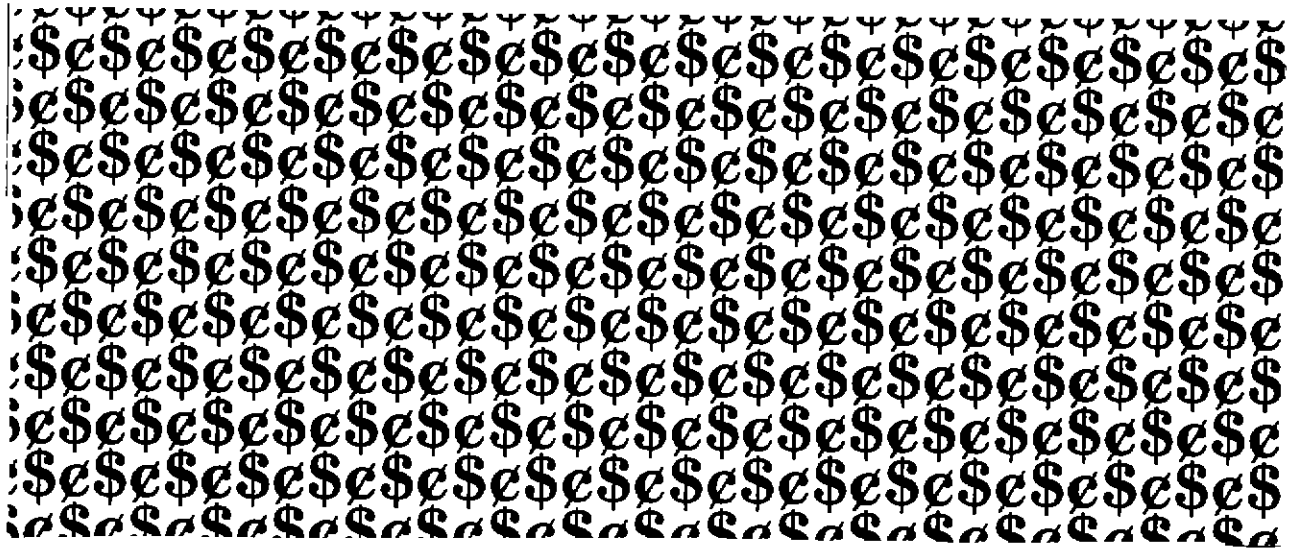


FACULTY SALARIES IN  
CALIFORNIA'S PUBLIC UNIVERSITIES  
1987-88



CALIFORNIA POSTSECONDARY  
EDUCATION COMMISSION



## Summary

The California Postsecondary Education Commission has published this report in accordance with Senate Concurrent Resolution 51 of 1965, which calls on the California State University and the University of California to submit data to the Commission each year on faculty salaries and the cost of fringe benefits for their institutions as well as for groups of comparison institutions -- and also directs the Commission to estimate the percentage changes needed to bring California salaries and fringe benefit costs up to parity with the average of these comparison groups in the next fiscal year

This report, which was scheduled for publication in December 1986, contains data only on faculty salaries, as neither the University of California nor the California State University were able to submit data on the cost of fringe benefits this year. Page 6 of the report indicates that the University of California will require an increase of 2.09 percent to maintain parity at the mean of its comparison group, while page 11 notes that the State University will require a 6.90 percent increase.

Pages 5-17 of the report contain the Commission's findings and conclusions regarding these salary comparisons. Appendices E-H on pages 37-65 present the institutional data from which these comparisons were made.

The Commission adopted this report on March 17, 1987, on recommendation of its Policy Development Committee. Additional copies of the report may be obtained from the Publications Office of the Commission. Further information about the report may be obtained from William L. Storey of the Commission staff at (916) 322-8018.

# FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES 1987-88

*The Commission's 1986 Report to the Legislature  
and Governor in Response to Senate  
Concurrent Resolution No. 51 (1965)*

**CALIFORNIA POSTSECONDARY EDUCATION COMMISSION**  
Third Floor • 1020 Twelfth Street • Sacramento, California 95814-3985





**COMMISSION REPORT 87-17**  
**PUBLISHED MARCH 1987**

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ANNUALLY, in accordance with Senate Concurrent Resolution No 51 of the 1965 General Legislative Session (reproduced in Appendix A on page 19), the University of California and the California State University submit to the Commission data on faculty salaries and the cost of fringe benefits for their respective institutions and for a group of comparison colleges and universities. On the basis of these data, Commission staff develops estimates of the percentage changes in salaries and the cost of fringe benefits required to attain parity with the comparison groups in the forthcoming fiscal year. The methodology requires that parity figures for both segments be submitted to the Department of Finance and the Office of the Legislative Analyst by December 5 of each year.

The methodology by which the segments collect these data and the Commission staff analyzes them (described in Appendix B, pages 21 through 25) has been designed by the Commission in consultation with the two universities, the Department of Finance, and the Office of the Legislative Analyst, and has been published in the Commission's *Methods for Calculating Salary and Fringe Benefit Cost Comparisons* (March 1985).

Additional reports, requested in previous years by the Office of the Legislative Analyst and subsequently incorporated into Supplemental Language to the Budget Act, discuss faculty salaries in the California Community Colleges, administrators' salaries in the four-year segments, and medical faculty compensation (salaries plus clinical fees) in the University of California. The first two of these are annual reports, while the third is presented only in odd-numbered years. In the current cycle, all three reports, together with updated information from this report, are scheduled for discussion by the Commission at its April 1987 meeting and adoption at its June meeting.

### History of the faculty salary reports

The impetus for the faculty salary report came from

the Master Plan Survey Team in 1960, which recommended that

- 3 Greatly increased salaries and expanded fringe benefits, such as health and group life insurance, leaves, and travel funds to attend professional meetings, housing, parking and moving expenses, be provided for faculty members in order to make college and university teaching attractive as compared with business and industry

...

- 8 Because of the continual change in faculty demand and supply, the coordinating agency annually collects pertinent data from all segments of higher education in the state and thereby make possible the testing of the assumptions underlying this report (Master Plan Survey Team, 1960, p 12)

For four years thereafter, the Legislature continually sought information regarding faculty compensation, information which came primarily from the Legislative Analyst in his *Analysis of the Budget Bill* and from the Coordinating Council for Higher Education in its annual reports to the Governor and the Legislature on the level of support for public higher education. While undoubtedly helpful to the process of determining faculty compensation levels, these reports were considered to be insufficient, especially by the Assembly, which consequently requested the Legislative Analyst to prepare a specific report on the subject (House Resolution No 250, 1964 First Extraordinary Session, reproduced in Appendix C, pages 27 and 28).

Early in the 1965 General Session, the Legislative Analyst presented his report (Appendix D, pages 29 through 36) and recommended that the process of developing data for use by the Legislature and the Governor in determining faculty compensation be formalized. This recommendation was embodied in Senate Concurrent Resolution No 51 (1965), which specifically directed the Coordinating Council to prepare annual reports in cooperation with the University of California and the California State Colleges.

Since that time, the Coordinating Council, and more recently the Commission, have submitted reports to the Governor and the Legislature. Prior to the 1973-74 budgetary cycle, the Council produced only one report annually, usually in March or April. From 1974-75 to 1985-86, the Commission produced two each year - a preliminary report transmitted in December, and a final report in April or May. The first was intended principally to assist the Department of Finance in developing the Governor's Budget, while the second was used by the Legislative Analyst and the legislative fiscal committees during budget hearings. Each of them compared faculty salaries and the cost of fringe benefits in California's public four-year segments with those of other institutions (both within and outside of California) for the purpose of maintaining a competitive position.

During those years, the salary reports became more comprehensive. Where they originally provided only comparison institution data, they were occasionally expanded to include comparisons of academic salaries with those of other professional workers, discussions of supplemental income and business and industrial competition for talent, analyses of collective bargaining and Community College faculty salaries, medical faculty salaries, and administrators' salaries. The last three of these additions to the annual reports were all requested by the Office of the Legislative Analyst - Community College and medical faculty salaries in 1979, and administrators' salaries in 1982.

In 1984, the Commission convened an advisory committee consisting of representatives from the segments, the Department of Finance, the Office of the Legislative Analyst, and other interested parties to review the methodology under which the salary reports are prepared each year. That committee's deliberations led to a number of substantive revisions which were approved by the Commission in March 1985 in the previously mentioned *Methods for Calculating Salary and Fringe Benefit Cost Comparisons*. Among the more significant of the changes were those to create a new list of comparison institutions for the State University, to produce only a single report rather than both a preliminary and a final report, and to provide University of California medical faculty salary information biennially rather than annually.

During the past year, due primarily to issues of confidentiality and technical difficulties in collecting data in a timely fashion, the advisory committee met

again to consider changes in the methodology. It is anticipated that revisions in the methodology, to which the committee agrees, will be presented to the Commission in the spring or early summer of 1987.

### **Changes in economic content**

During the late 1970s and early 1980s, the faculty salary reports included comprehensive surveys of economic conditions and occupational comparisons for the reason that faculty salaries at most institutions of higher education across the country were not keeping pace with changes in the cost of living or with salary increases granted to other professional workers. Since faculty salaries in California are based primarily on inter-institutional comparisons, those at the University of California and the California State University were undergoing an economic erosion comparable to that experienced nationally. That erosion made it increasingly difficult to recruit the most talented young teachers and researchers, especially in those fields where substantially higher salaries were generally available in business and industry. Consequently, in order to provide the Governor and the Legislature with as much information as possible on a complex situation, the Commission expanded considerably its economic analyses in the salary reports.

In the past three years -- 1984-85 to 1986-87 - the salary deficiencies experienced by faculty in California's two public universities have been eliminated in terms of parity with comparison institutions. With the impressive recovery of the national economy, and the even more impressive recovery of California's economy, funds have become available to restore faculty salaries to levels where the segments are better able to compete. As a result, there is less need for the extensive data on economic conditions and occupational comparisons that the Commission published in prior years.

### **Contents of this year's report**

For the 1987-88 year, this report contains only data on faculty salaries, as neither the University nor the State University submitted data on the cost of fringe benefits. The University of California estimates that fringe-benefit cost data will become available in



the early spring, but it seems unlikely that the State University will be able to offer a comparable submission. In the spring, when the Commission submits its supplemental report on Community College sal-

aries, medical faculty salaries, and administrators' salaries, it may be able to include other salary information that could not be obtained prior to the deadline for this report

## *Projected Salaries at California's Public Universities Required for Parity with Comparison Institution Salaries, 1986-87 and 1987-88*

THIS year's salary analysis involves the most comprehensive examination of comparison institution data that the Commission has undertaken in many years. In the past, the Commission examined the summary data that the segments submitted in conformity with the Commission's methodology, and only periodically undertook more detailed analyses of previous raw data submissions by the comparison institutions. These analyses always confirmed, within a few hundreds of a percentage point, that the data submitted by the segments were accurate. The Commission could undertake these raw data analyses only infrequently because they required about six weeks of staff time using hand-written spreadsheets and calculators, and they prevented Commission staff from analyzing current-year raw data in time for the annual salary reports.

With the advent of computerized spreadsheets at the Commission, the time involved to complete a comprehensive analyses of the raw data has been reduced to a matter of days, and this reduction has permitted a level of detail not previously possible. The current report consequently includes appendices from which data have been incorporated into the displays in this chapter that show exact dollar expenditures for faculty salaries in all comparison institutions, numbers of faculty, differences between nine-month and eleven-month faculty, and other materials.

This analysis revealed no errors in the segmental computations, but it did lead to several differences of opinion between Commission and segmental staffs as to how the data should be interpreted. These differences are discussed below, and will be discussed further by the advisory committee on the faculty salary methodology in the coming months.

### **University of California**

On November 21, 1986, the Regents of the University of California met at UCLA and requested the Governor and the Legislature to approve funding sufficient to grant University faculty an average salary increase of 5.7 percent. This amount included 2.1 percent to maintain parity with the University's eight comparison institutions plus another 3.6 percent for what the University administration has termed the "margin of excellence." According to the University administration, the 3.6 percent amount "has been agreed to by the Governor and the Legislature," at least insofar as it was funded in 1986-87 (Regents Agenda Item 505, November 12, 1986, p. 1).

The University is requesting this additional amount on at least three grounds according to the Regents' agenda item:

- First, while the "margin of excellence" has improved the University's recruiting environment considerably, the University will need to hire about 400 new faculty members each year for the next 15 years, which necessitates its maintaining a strong competitive position.
- Second, the University argues that inflation in California is higher than the rest of the nation by about 1.5 percent in the areas where its campuses are located (3.1 percent in the Los Angeles area and 3.2 percent in the Bay Area, compared to 1.6 percent nationally).
- Third, housing costs continue to be high in California, particularly in areas where University campuses are located.

Regarding these points, the Commission has never taken an official position on the "margin of excellence" issue, since it is not one capable of analytical resolution but is a policy issue to be resolved by the

Governor and the Legislature. Clearly, however, far more faculty will need to be recruited in the next 15 years than were recruited in the previous 15, and inflation is higher in California than nationally. With regard to housing costs, however, the Commission noted last year that across-the-board salary increases may be an excessively expensive way to address this problem, since many current faculty members already own homes and are not in need of additional funds to finance them. A more precise approach is to provide special subsidies to those faculty who need assistance, and this has been adopted by the University in recent years.

Display 1 on the opposite page shows the average salaries by rank at the comparison institutions in 1981-82 and 1986-87, as well as the University's position in each of these two years. It indicates that, over the past five years, the University has improved its position from slightly below the average at all three ranks to slightly above it at the ranks of professor and associate professor and strongly above it for assistant professors. Since most of the University's new hires will be at the assistant professor level, this should place the University in a strong competitive position if the margin is maintained.

Display 2 on page 8 shows the parity calculations for the 1987-88 fiscal year, and it indicates that the University will require an increase of 2.09 percent to maintain parity at the mean of its comparison group. The Commission staff's figure differs slightly from the 2.13 percent figure presented by the University in its official submission (Appendix E), but when rounded to the nearest tenth of a percentage point, which is normal during legislative hearings, it remains 2.1 percent. Raw data for each of the University's comparison institutions are shown in Appendix F.\*

In last year's analysis, and because of a request by the Office of the Legislative Analyst, the Commission showed the result of a computation derived from

an averaging of the University's and its comparison institutions' staffing patterns. (These staffing patterns affect the parity figure because they produce alterations in the way rank-by-rank salaries are weighted to produce the all-ranks average.) This averaging technique is part of the official methodology only for the State University, but its results for the University are also shown in Display 2, and they reduce the University's parity figure from 2.09 percent to 2.04 percent.

An important element in deriving institutional average salaries is the factor used to convert 11 month salaries to nine-month salaries. In most cases, this conversion is derived by dividing nine by 11 to produce a factor of .8182. In the University's case, however, a factor of .86 has been used for many years and is applied to the entire comparison group. Display 3 on page 9 shows the University's 1986-87 salary schedule, with the actual conversions.

- \* The difference between the two parity figures originates from a different treatment of the projections for the State University of New York at Buffalo. At present, the methodology states that, if current year data cannot be obtained, 95 percent of the projected cost-of-living adjustment for that institution should be applied. For example, if the projected cost-of-living adjustment is 6 percent, the prior year data should be increased by only 5.7 percent (95 percent of 6 percent). In the case in question, not even prior-year (1985-86) data could be obtained due to protracted delays in obtaining a collective bargaining agreement. Consequently the most recent year for which actual data could be obtained was 1984-85, and these data had to be projected forward two years instead of the usual one. Between 1984-85 and 1985-86, that University granted a 6-percent increase, and since the methodology did not take effect until after the 1984-85 year was completed, University of California officials thought it proper to adjust the 1984-85 data by the full 6 percent instead of only 95 percent of 6 percent. Commission staff disagreed, and when the 95 percent adjustment was applied to the 1984-85 data, the overall parity figure submitted by the University of 2.13 was reduced to 2.09 percent. Rounded to the nearest tenth of a percentage point, however, the figure remains 2.1 percent.

**DISPLAY 1** *University of California Comparison Institution Average Salaries,  
1981-82 and 1986-87*

Comparison Institution 1981-82 Data	Professor	Associate Professor	Assistant Professor
Institution U	\$48,486 (1)	\$26,960 (8)	\$23,554 (2)
Institution T	45,132 (2)	32,479 (1)	25,078 (1)
Institution Y	44,796 (3)	27,093 (7)	21,195 (9)
Institution Z	41,804 (4)	29,426 (2)	22,418 (7)
<b>University of California</b>	<b>41,016 (5)</b>	<b>27,255 (6)</b>	<b>22,572 (6)</b>
Institution W	39,723 (6)	27,897 (4)	22,786 (5)
Institution X	39,104 (7)	28,096 (3)	23,076 (4)
Institution S	38,987 (8)	27,350 (5)	23,300 (3)
Institution V	35,681 (9)	25,705 (9)	22,123 (8)
<b>Comparison Institution Average</b>	<b>\$41,714</b>	<b>\$28,126</b>	<b>\$22,941</b>

Comparison Institution 1986-87 Data	Professor	Associate Professor	Assistant Professor
Institution U	\$68,349 (1)	\$38,248 (7)	\$33,525 (4)
Institution T	65,253 (2)	46,178 (1)	36,773 (1)
Institution Y	63,655 (3)	38,570 (6)	30,536 (9)
<b>University of California</b>	<b>61,983 (4)</b>	<b>41,010 (4)</b>	<b>36,126 (2)</b>
Institution Z	59,258 (5)	42,027 (2)	32,733 (6)
Institution W	55,873 (6)	40,634 (5)	32,106 (8)
Institution X	54,322 (7)	41,745 (3)	34,924 (3)
Institution S	53,366 (8)	37,544 (8)	32,310 (7)
Institution V	51,260 (9)	37,373 (9)	32,817 (5)
<b>Comparison Institution Average</b>	<b>\$58,917</b>	<b>\$40,290</b>	<b>\$33,216</b>

Source University of California, Office of the President.

**DISPLAY 2** *University of California Comparison Group Average Salaries, 1981-82 and 1986-87, Compound Rates of Increase, Projected Comparison Group Average Salaries, 1987-88, Projected Parity Comparisons, and Projected 1987-88 Staffing Patterns.*

Academic Rank	Comparison Group Average Salaries 1981-82	Comparison Group Average Salaries 1986-87	Compound Rate of Increase	Comparison Group Projected Salaries 1987-88
Professor	\$41,714	\$58,896	7 1422%	\$63,103
Associate Professor	28,126	40,275	7 4450	43,273
Assistant Professor	22,941	33,204	7 6748	35,752

Academic Rank	University of California Actual Average Salaries 1986-87	Comparison Group Actual Average Salaries 1986-87	Comparison Group Projected Average Salaries 1987-88	Percentage Increase Required in UC Average Salaries	
				1986-87 Actual	1987-88 Projected
Professor	\$61,983	\$58,896	\$63,103	-4 98%	1 81%
Associate Professor	41,010	40,275	43,273	-1 79	5 52
Assistant Professor	36,126	33,204	35,752	-8 09	-1 04
All Ranks Average (UC Staffing Pattern)	\$54,164	\$51,563	\$55,295	-4 80%	2.09%
All Ranks Average (Comparison Institution Staffing Pattern)	\$51,679	\$49,135	\$52,710	-4 92%	1.99%
All Ranks Average (Combined Staffing Pattern)	\$52,922	\$50,349	\$54,003	-4 86%	2.04%

Institutional Budget Year Staffing Pattern (Full Time Equivalent)	Professor	Associate Professor	Assistant Professor	Total
University of California	3,346	996	724	5,066
Comparison Institutions	4,864 71	1,865 32	1,943 26	8,673 29

Source University of California, Office of the President

**DISPLAY 3** *University of California 1986-87 Salary Schedule for  
9 and 11 Month Faculty, with Percentage Differences*

Nine Month Faculty by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
Professor		\$42,400	\$46,700	\$51,300	\$56,100	\$61,000	\$66,000	\$71,200	
Associate Professor		\$35,200	\$37,300	\$39,200	\$42,300	\$46,600	N/A	N/A	
Assistant Professor		\$29,800	\$30,900	\$32,100	\$33,500	\$35,100	\$37,200	N/A	
Eleven Month Faculty by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
Professor		\$49,200	\$54,200	\$59,500	\$65,100	\$70,800	\$76,600	\$82,600	
Associate Professor		\$40,800	\$43,300	\$45,500	\$49,100	\$54,100	N/A	N/A	
Assistant Professor		\$34,600	\$35,800	\$37,200	\$38,900	\$40,700	\$43,200	N/A	
Percentage Difference by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Overall Average
Professor		86 18%	86 16%	86 22%	86 18%	86 16%	86 16%	86 20%	
Associate Professor		86 27	86 14	86 15	86 15	86 14	N/A	N/A	
Assistant Professor		86.13	86 31	86 29	86 12	86 24	86 11	N/A	
Average		86 19%	86 21%	86 22%	86 15%	86 18%	86 14%	86 20%	86 18%

Source University of California, Office of the President

## **The California State University**

Over the past five years, and principally because of salary increases granted in the past two years, the State University has managed to improve its competitive position nationally. Displays 4 and 5 on pages 11 and 12 show average salaries at its comparison institutions in 1981-82 and 1986-87, as well as the State University faculty's relative position on each list. These displays indicate that while the State University's faculty ranked between tenth and twelfth for the professorial series in 1981-82, it improved to between eighth and ninth by 1986-87. Because of the large number of State University faculty at the full-professor level, the weighted average actually placed the faculty in fourth position in 1981-82 and second position in 1986-87. If something near this ranking continues, it will place the State University in an advantageous competitive position in the years ahead, when so many new faculty are expected to be hired.

In last year's report, the Commission noted that the State University encountered considerable difficulty in its attempts to obtain reliable data from its new list of comparison institutions. Four of the institutions refused to cooperate with the annual survey, and several others were not prepared to supply the data in a timely fashion. After the advisory committee was reconvened in 1986 to discuss the problem, it unanimously approved replacements for the four institutions that would not provide data and a final parity figure that involved rough estimates for several institutions on the State University's list.

Following that meeting, State University officials worked hard to develop relationships with personnel at the comparison institutions, but it soon became evident that complete current-year data could not be obtained from all of them, nor from any other list of institutions that could conceivably be established. The reasons include the fact that many universities do not make computer runs of their faculty payrolls until after the November deadline required by the current methodology, and the fact that this deadline cannot be relaxed if the information is to be available to the Department of Finance by December 5 of each year for consideration in the Governor's Budget. Accordingly, estimates continue to be necessary for those institutions not supplying current year information. It seems likely that such estimates will become necessary for the foreseeable future.

In its attempts to make the estimates as accurate as possible, the Office of the Chancellor analyzed the differences between the cost-of-living adjustments projected to be given to faculty, and those actually distributed to them. This analysis showed that the actual changes in any institution's average salaries increased by only about 95 percent of the projected amount -- a difference caused by changes in staffing patterns at the institutions involved. Accordingly, the State University suggested that, when current-year data cannot be obtained, but the projected cost-of-living adjustment is known, that that amount be adjusted by 95 percent. This relationship will be monitored to determine if the 95 percent adjustment continues to be valid.

Another issue unresolved in last year's salary report concerned the adjustment for law school faculty. The salaries paid to law faculty at the comparison institutions are included in the raw data supplied to the American Association of University Professors and published in its "Annual Report on the Economic Status of the Profession." That report, which includes data also collected by the Center for Education Statistics of the U.S. Department of Education, constitutes the primary source of faculty salary data in the United States. At present, eight of the State University's 20 comparison institutions operate law schools (eight on its old list), and since law faculty are paid more than regular faculty, a deduction is made in the State University's parity figure to reflect the fact that it operates no law schools.

In last year's report, the effect of law faculty salaries on those of the new list of institutions was unknown, so a rough estimate of 0.8 percent was deducted from the parity figure. In the past year, the Office of the Chancellor analyzed the data from the eight comparison institutions that operate law schools, compared them to the data from the old list, and determined that the true deduction should be only 0.2 percent. Commission staff then verified the accuracy of the Chancellor's staff analysis, and the 0.2 percent deduction is therefore reflected in this year's parity figures shown in Display 6. Other deductions of 0.2 percent for turnover and promotions, and 0.75 percent to reflect an additional appropriation for merit salary adjustments, are also included. The first is unchanged from last year's cycle, while the second is reduced from last year's estimate of 0.8 percent.

The data submitted by the comparison institutions for this report are shown in Appendix H. As submitted, the data varied in form, with half the institutions supplying summaries of average salaries and

numbers of faculty at each rank, and others showing actual salary expenditures delineated by sex and by nine-month and eleven-month faculty. Complete current-year data were obtained for 14 institutions, with 1985-86 data and estimated 1986-87 cost-of-living adjustments supplied for the remaining six.

One of the calculations that must be made to derive an average salary figure for each comparison institution is a conversion from eleven-month to nine-month faculty, since all average salaries are based on nine-month contracts. In its annual report on the economic status of the profession, the AAUP uses a factor of 0.8182, a figure derived by dividing nine by eleven. In some cases, however, institutions use different conversion factors to build their budgets, and these are all specified by AAUP in footnotes to its report and used to derive average salary figures. In many cases, especially in independent institutions, no published salary schedules or institutional conversion factors exist, since all faculty contracts are

negotiated individually in terms of both length of annual service and compensation. In these cases, all conversions used to derive average salaries are artificial, and AAUP simply applies the 0.8182 factor as a reasonable estimate.

In the State University, as shown in Display 7, the actual relationship between eleven-month and nine-month faculty is almost 87 percent, but for the purposes of the annual salary reports, and reporting to AAUP, the 0.8182 figure continues to be used for the purposes of assuring analytical consistency with the comparison institutions.

With all of the adjustments discussed above, the State University's parity figure for 1987-88 becomes 6.90 percent -- very close to the 6.97 percent figure reported to the Commission in December. In future years, and with increasing familiarity with the new methodology, it is anticipated that the slight differences discussed in this report will disappear.



**DISPLAY 4**      *Comparison Institution Salary Data, by Rank, 1981-82*

Institution	Professor		Associate Professor		Assistant Professor		Instructor		Total Faculty	
	No	Average Salary	No	Average Salary	No	Average Salary	No	Average Salary	No	Weighted Average Salary
Institution J	126	\$43,125 (1)	145	\$32,294 (1)	101	\$24,028 (1)	11	\$18,598 (8)	383	\$33,284 (1)
Institution Q	338	41,569 (2)	342	29,133 (3)	301	23,756 (2)	26	20,147 (2)	1,007	31,468 (3)
Institution N	245	41,073 (3)	243	29,734 (2)	159	22,384 (9)	1	21,793 (1)	648	32,205 (2)
Institution K	391	38,748 (4)	415	28,557 (6)	439	22,652 (5)	150	16,877 (15)	1,395	28,299 (9)
Institution R	391	38,700 (5)	415	28,600 (5)	439	22,600 (7)	150	16,900 (14)	1,395	28,285 (10)
Institution F	228	38,400 (6)	258	28,300 (7)	178	23,200 (3)	36	18,000 (10)	700	29,783 (6)
Institution P	80	37,729 (7)	89	27,328 (10)	97	21,217 (14)	8	19,210 (7)	274	27,964 (12)
Institution A	430	37,300 (8)	381	28,900 (4)	320	22,900 (4)	33	17,900 (11)	1,164	30,042 (5)
Institution D	141	36,800 (9)	249	27,200 (12)	109	22,700 (6)	34	18,500 (9)	533	28,264 (11)
Institution S	341	36,701 (10)	320	27,627 (8)	277	21,643 (12)	40	16,085 (18)	978	28,624 (8)
Institution T	239	35,696 (11)	273	25,880 (17)	189	21,542 (13)	28	18,781 (7)	729	27,701 (14)
California State University	6,265	\$35,363 (12)	2,848	\$27,276 (11)	1,655	\$22,178 (10)	195	\$19,643 (6)	10,963	\$30,983 (4)
Institution M	117	35,323 (13)	113	27,409 (9)	63	21,932 (11)	8	20,075 (3)	301	29,144 (7)
Institution C	79	35,300 (14)	64	26,800 (14)	62	20,600 (18)	7	19,800 (5)	212	27,923 (13)
Institution I	44	34,900 (15)	120	25,300 (18)	63	20,300 (20)	20	15,800 (19)	247	24,968 (20)
Institution O	150	34,200 (16)	215	26,100 (16)	183	20,700 (16)	20	15,700 (20)	568	26,133 (18)
Institution G	126	34,000 (17)	194	27,000 (13)	211	22,400 (8)	37	19,900 (4)	568	26,382 (17)
Institution L	33	33,100 (18)	29	24,900 (20)	27	20,600 (17)	0	0 (N/A)	89	26,636 (15)
Institution B	92	33,100 (19)	99	25,200 (19)	53	20,500 (19)	19	17,300 (13)	263	26,446 (16)
Institution H	182	31,047 (20)	101	26,470 (15)	157	21,126 (15)	38	16,558 (16)	478	25,669 (19)
Institution E	76	30,000 (21)	92	22,900 (21)	62	20,000 (21)	7	16,400 (17)	237	24,226 (21)
Totals	3,849	\$37,365	4,157	\$27,835	3,490	\$22,267	673	\$17,453	12,169	\$28,678

Source: California State University, Office of the Chancellor

**DISPLAY 5 Comparison Institution Salary Data, by Rank, 1986-87**

Institution	Professor		Associate Professor		Assistant Professor		Instructor		Total Faculty	
	No	Average Salary	No	Average Salary	No	Average Salary	No	Average Salary	No	Weighted Average Salary
Institution J	124	\$62,751 (1)	146	\$45,737 (1)	97	\$36,081 (1)	17	\$27,117 (5)	384	\$47,988 (1)
Institution N	217	58,162 (2)	239	42,367 (2)	140	31,815 (6)	0	0	596	43,055 (4)
Institution Q	410	57,140 (3)	392	40,396 (3)	335	33,200 (3)	35	31,016 (1)	1172	43,917 (3)
Institution R	453	53,872 (4)	444	38,526 (6)	356	32,886 (4)	110	24,181 (12)	1363	40,996 (7)
Institution K	330	52,405 (5)	294	38,152 (7)	232	33,203 (2)	11	26,732 (6)	867	42,106 (5)
Institution P	91	51,399 (6)	125	36,794 (4)	73	29,706 (13)	6	25,227 (8)	295	39,310 (8)
Institution I	71	51,306 (7)	110	36,519 (13)	89	30,572 (9)	49	22,081 (16)	319	35,933 (17)
Institution A	481	50,154 (8)	436	38,537 (5)	291	32,009 (5)	36	24,492 (10)	1244	41,095 (6)
California State University	7,450	\$49,077 (9)	2,627	\$37,900 (8)	1,417	\$30,658 (8)	175	\$26,370 (7)	11,669	\$43,984 (2)
Institution D	143	48,811 (10)	234	36,817 (10)	97	30,259 (11)	36	24,640 (9)	510	38,073 (13)
Institution T	257	48,479 (11)	295	35,938 (15)	178	31,255 (7)	11	28,731 (4)	741	39,056 (10)
Institution F	274	48,178 (12)	264	36,180 (14)	204	29,304 (17)	46	22,469 (15)	788	37,771 (14)
Institution S	297	47,773 (13)	302	35,881 (16)	154	30,222 (12)	13	22,908 (14)	766	39,134 (9)
Institution C	82	47,620 (14)	56	36,655 (12)	72	28,888 (18)	3	29,380 (2)	213	38,148 (12)
Institution G	158	47,600 (15)	218	37,000 (9)	163	29,600 (15)	26	29,300 (3)	565	37,475 (15)
Institution B	93	45,909 (16)	91	36,783 (11)	48	30,315 (10)	15	23,415 (13)	247	38,150 (11)
Institution M	117	44,649 (17)	114	35,657 (17)	81	29,491 (16)	2	24,280 (11)	314	37,344 (16)
Institution H	196	43,385 (18)	144	34,535 (18)	132	27,575 (20)	42	20,118 (19)	514	34,944 (18)
Institution O	160	42,982 (19)	240	32,697 (20)	148	27,805 (19)	3	21,637 (17)	551	34,309 (20)
Institution E	92	42,017 (20)	102	33,340 (19)	84	29,799 (14)	18	20,206 (18)	296	34,233 (21)
Institution L	48	41,109 (21)	19	31,513 (21)	26	25,855 (21)	0	0	93	34,884 (19)
Totals	4,094	\$50,547	4,265	\$37,593	3,000	\$31,167	479	\$24,370	11,838	\$39,779

Source: California State University, Office of the Chancellor

**DISPLAY 6** *California State University Faculty Salary Parity Calculations, 1987-88  
(Comparison Institution Average Salaries, 1981-82 and 1986-87, Five-  
Year Compound Rates of Increase, Comparison Institution 1987-88  
Projected Salaries, California State University 1986-87 Average  
Salaries, 1987-88 Projected Percentage Salary Deficiency, 1986-87  
Staffing Patterns)*

Academic Rank	Comparison Group Average Salaries 1981-82	Comparison Group Average Salaries 1986-87	Five-Year Percentage Rate of Change	Comparison Group Projected Salaries 1987-88
Professor	\$37,365	\$50,547	6 2299%	\$53,696
Associate Professor	27,835	37,593	6 1948	39,922
Assistant Professor	22,267	31,167	6 9566	33,335
Instructor	17,453	24,370	6 9054	26,053

Item	California State University Average Salaries 1986-87	Comparison Group Average Salaries		Percentage Increase Required in CSU Salaries to Equal the Comparison Institution Average	
	1986-87	1986-87	1987-88	1986-87	1987-88
Professor	\$49,077	\$50,547	\$53,696	2 99%	9 41%
Associate Professor	37,900	37,593	39,922	-0 81	5 33
Assistant Professor	30,658	31,167	33,335	1 66	8 73
Instructor	26,370	24,370	26,053	-7 58	-1 20
All Ranks Averages					
Weighted by CSU Staffing	\$43,984	\$44,885	\$47,708	2 05%	8.47%
Weighted by Comparison Institution Staffing	\$39,464	\$39,909	\$42,455	1 13%	7.58%
Mean All Ranks Average and Gross Parity Percentage	\$41,724	\$42,397	\$45,081	1 61%	8.05%
Adjustments					
Turnover and Promotions			-83		0 20%
Effect of Law Faculty			-83		0 20%
Merit Award Adjustment			-313		0 75%
Net Parity Salary and Pct			\$44,602		6 90%

Institutional Staffing Patterns	Professor	Associate Professor	Assistant Professor	Instructor	Total
California State University	7,450	2,627	1,417	175	11,669
Comparison Institutions	4,094	4,265	3,000	479	11,838

Source California State University, Office of the Chancellor

**DISPLAY 7** *California State University 1986-87 Salary Schedule for Nine-Month and Eleven-Month Faculty, with Percentage Differences*

Nine Month Faculty by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	
Professor		\$38,448	\$40,284	\$42,228	\$44,268	\$46,392	
Associate Professor		30,432	31,884	33,408	35,004	36,672	
Assistant Professor		24,168	25,308	26,496	27,756	29,064	
Instructor		22,116	23,100	24,168	25,308	26,496	
Eleven Month Faculty by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	
Professor		\$44,268	\$46,392	\$48,648	\$51,000	\$53,472	
Associate Professor		35,004	36,672	38,448	40,284	42,228	
Assistant Professor		27,756	29,064	30,432	31,884	33,408	
Instructor		25,308	26,496	27,756	29,064	30,432	
Percentage Difference by Rank		Step 1	Step 2	Step 3	Step 4	Step 5	Overall Average
Professor		86 85%	86 83%	86 80%	86 80%	86 76%	
Associate Professor		86 94	86 94	86 89	86 89	86 84	
Assistant Professor		87 07	87 08	87 07	87 05	87 00	
Instructor		87 39	87 18	87 07	87 08	87 07	
Average		87 06%	87 01%	86 96%	86 96%	86 92%	
							86 98%

Source: California State University, Office of the Chancellor

THE 1987-88 faculty salary report contains more detailed data on average salaries in the comparison institutions of the University of California and the California State University than the Commission has ever included before. For the first time, due principally to the introduction of electronic spreadsheets in the Commission's offices, the Commission has been able to analyze the raw data submitted by the comparison institutions in time for inclusion in this report. That analysis revealed no errors in the segmental computations, and although Commission staff disagreed with segmental staff on a few of the technical details involved in generating the 1987-88 parity projections, none of these differences had any significant effect on the final figures.

Comparisons of the University of California and the California State University with their respective comparison groups revealed that both improved their competitive positions over the past five years -- the University moving from about fifth to fourth position on its list of eight, and the State University moving from about eleventh overall to eighth on its list of 20.

The University of California obtained actual 1986-87 data from seven of its eight comparison institutions, with the State University of New York at Buffalo being the only exception, as it was last year, because of protracted collective bargaining negotiations. The California State University collected actual data from 14 of its 20 comparison institutions,

with the remaining six being unable to offer current data for various reasons, including collective bargaining and data processing delays. As specified in the salary methodology agreed to by State officials, estimates were made for those unable to supply current information.

For 1987-88, it is estimated that University of California faculty members will require an average salary increase of 2.1 percent to bring them to the mean of their comparison group. The University Regents have requested an increase of 5.7 percent, with the difference consisting of 3.6 percent for what the University terms a "margin of excellence."

A salary increase of 6.9 percent is estimated to be necessary to keep State University faculty at the mean of its list of 20 comparison institutions. The State University's Trustees, following a practice instituted since the implementation of collective bargaining, have not approved a faculty salary request for the coming year.

This year's report contains no information on the cost of fringe benefits. These data, together with updated salary data from comparison institutions unable to supply current year payroll printouts in time for inclusion in this report, may be available for the Commission's supplemental report to be submitted in April. At that time, reports on administrators' salaries, medical faculty salaries, and Community College salaries will also be submitted.

# Appendix A

## **Senate Concurrent Resolution No. 51, 1965 General Session, Relative to Academic Salaries and Welfare Benefits**

**WHEREAS,** The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education; and

**WHEREAS,** The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult; and

**WHEREAS,** The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee; and

**WHEREAS,** The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve implications to the state now, therefore, be it

*Resolved by the Senate of the State of California, the Assembly thereof concurring,* That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965.

# Appendix B

NOTE The following material is reproduced from Chapter Two, "The Revised Methodology," of *Methods for Calculating Salary and Fringe Benefit Cost Comparisons, 1985-86 to 1994-95 A Revision of the Commission's 1977 Methodology for Preparing Its Annual Reports and Faculty and Administrative Salaries and Fringe Benefit Costs* Commission Report 85-11 Sacramento California Postsecondary Education Commission, March 1985 pp 7-16

The following procedures will be employed by the California Postsecondary Education Commission to develop its annual report on faculty salaries and fringe benefit costs in California public higher education for the ten-year period of 1985-86 to 1994-95, unless noted otherwise

## 1. Number and timing of reports

One report will be prepared by the Commission each year That report will contain current-year data from both the University of California's and the California State University's comparison institutions, such data to be submitted by the segments to the Commission, the Department of Finance, and the Legislative Analyst not later than November 15 each year The Commission's report will be submitted to the Department of Finance and the Joint Legislative Budget Committee not later than January 1

## 2. Principle of parity

The report will indicate needed percentage increases (or decreases) for the forthcoming fiscal year in salaries and fringe benefit costs for University of California and California State University faculty to achieve and maintain parity with comparison institution faculty at the ranks of professor, associate professor, assistant professor, and (at the State University only) instructor Parity is defined as the mean of all salaries paid by the comparison institutions as a whole at each rank A separate list of comparison institutions will be used by each of the four-

year California segments of higher education The report will separate calculations and displays of data related to percentage increases required for salary parity from those related to fringe benefit cost parity

## 3. Comparison institutions

### *University of California*

Comparison institutions for the University of California, with independent institutions asterisked (\*), will be the following

Cornell University\*  
Harvard University\*  
Stanford University\*  
State University of New York at Buffalo  
University of Illinois, Urbana  
University of Michigan - Ann Arbor  
University of Wisconsin - Madison  
Yale University\*

The University's list of comparison institutions remains an open item before the Technical Advisory Committee during 1985 and may be recommended for change for 1986-87 and subsequent budget years

### *California State University*

Comparison institutions for the California State University, with independent institutions asterisked, will be the following for the years 1985-86 through 1994-95

#### Northeast

University of Bridgeport\*  
Tufts University\*  
Rutgers the State University of New Jersey (Newark Campus)  
State University of New York at Albany  
Bucknell University\*

#### South

University of Maryland (Baltimore County)  
Georgia State University  
North Carolina State University  
Virginia Polytechnic Institute and State University

#### **North Central**

Loyola University\*  
Wayne State University  
Mankato State University  
Cleveland State University  
University of Wisconsin-Milwaukee

#### **West**

Arizona State University  
University of Southern California\*  
University of Colorado at Denver  
Reed College\*  
University of Nevada-Reno  
University of Texas at Arlington

#### **4. Faculty to be included and excluded**

##### *University of California*

Faculty to be included in the comparisons are those at the ranks of professor, associate professor, and assistant professor (the University does not use the rank of instructor) employed on nine- and eleven-month (prorated) appointments, with the exception of faculty in law, the health sciences, summer sessions, extension programs, and laboratory schools, to the extent that these faculty are covered by salary scales or schedules other than those of the regular faculty. Faculty on the special salary schedules for engineering, computer science, and business administration will be included with the regular faculty.

Faculty members to be included are those assigned to instruction (regardless of their assignments for research and other University purposes), department chairmen (if not on an administrative salary schedule), and faculty on salaried sabbatical leave.

The number of University faculty will be reported on a full-time-equivalent basis.

##### *The California State University*

Faculty to be included in the comparisons are those with full-time appointments at the ranks of professor, associate professor, assistant professor, and instructor, employed on nine- and eleven-month (prorated) appointments, department chairmen, and faculty on salaried sabbatical or special leave. Faculty teaching seminar sessions or extension will be excluded.

Funds appropriated for "outstanding professor awards" will be included in the State University's average salaries.

The number of State University and comparison institution faculty will be reported on a headcount basis.

#### **5. Computation of comparison institution average salaries and fringe benefit costs**

As indicated below, the University and the State University use different methods to compute average salaries in their respective groups of comparison institutions. The Commission will provide a detailed explanation for these differences in its annual report.

##### *University of California*

For the University's comparison group, the average salary at each rank will be obtained for each comparison institution. The average salary at each rank for the comparison group as a whole will then be calculated by adding the average salaries at the eight comparison institutions and dividing by eight. The same procedure will be used to compute the cost of fringe benefits. (The use of equal weights for University of California comparison institutions is an unresolved issue to be discussed by the Technical Advisory Committee during 1985.)

##### *The California State University*

For the State University's comparison group, the total actual salary dollars paid at each rank for the group as a whole will be divided by the number of faculty within the rank at all 20 institutions to derive the average salary for each rank. Average costs of fringe benefits will be computed in the same manner.

#### **6. Five-year compound rate of salary and fringe benefit cost growth**

In order to compute the estimated salaries and benefit costs to be paid by the comparison institutions in the budget year, a five-year compound rate of change in salaries and the cost of fringe benefits will be computed using actual salary and benefit data for the current year and the fifth preceding year.



Each segment will compute the average salary and fringe benefit cost to the employer by rank for their respective comparison groups as specified in Section 5 above. Each will then calculate the annual compound rate of growth at each rank between the current year and the year five years previous to the current year. These rates of change will then be used to project average salaries and costs of fringe benefits for that rank forward one year to the budget year.

(The use of a five-year compound average is one of the unresolved issues to be discussed by the Technical Advisory Committee during 1985. The Legislative Analyst has suggested that a shorter period of between two and four years be used or that the more recent years be accorded a greater weight than the earlier years. Consequently, the five-year compounded average will apply only to the 1985-86 budget cycle.)

#### **7. All ranks average salaries and fringe benefit costs**

All-ranks average salaries and fringe benefit costs will be calculated for each segment and for each respective comparison group in both the current and budget years, by using the following procedures:

##### *University of California*

For the University, both its and the comparison institutions' rank averages will be weighted by the University's projected staffing pattern for the budget year. The all-ranks averages produced thereby will be compared and percentage differentials computed for both the current and budget years. The percentage differential between the University's current year all-ranks average and the comparison group's projected budget year all-ranks average will constitute the percentage amount by which University salaries will have to be increased (or decreased) to achieve parity with the comparison group in the budget year. The same procedures will be followed with respect to the cost of fringe benefits.

##### *The California State University*

For the State University, both its and the comparison group's current year staffing patterns will be employed. The rank-by-rank averages will be separately weighted by the respective staffing patterns for both the current and budget years so that two

sets of all-ranks averages will be derived. The two all-ranks averages for the State University in the current year (the first weighted by the State University staffing pattern and the second by the comparison group's staffing pattern) will be added together and divided by two to produce the mean. Similarly, the current- and budget-year averages for the comparison institutions will be added and divided by two to produce mean all-ranks averages for both the current and budget years. The mean State University current-year all-ranks average will then be compared to the mean current- and budget-year comparison-institution all-ranks averages to produce both a current- and budget-year parity percentage. The percentage differential between the State University's current-year all-ranks average and the comparison group's projected budget-year all-ranks average will constitute the "Gross Percentage Amount" by which State University salaries will need to be increased or decreased to achieve parity with the comparison group in the budget year.

The "Gross Percentage Amount" will be reduced by two adjustments:

- First, two-tenths of one percent (0.2 percent) will be deducted to account for the effect of turnover and promotions in the budget year.
- Second, an additional eight-tenths of one percent (0.8 percent) will be deducted to account for the effect of higher paid law-school faculty in ten of the State University's comparison institutions.

(These several adjustments are estimates to be used only for the 1985-86 budget year. During 1985, a survey will be conducted by the State University to determine the accuracy of these adjustments for future years. Commission staff will review the State University's findings in both of these areas.)

#### **8. Administrative, medical, and community college salaries**

##### *Administrative salaries*

In its annual faculty salary report, the Commission will include data on the salaries paid to administrators at the University, the State University, and their respective comparison institutions. The State University will use the same group of comparison institutions as for its faculty survey. For 1985-86 only, the University of California will use the same list of comparison institutions and administrative position

descriptions as were used for the 1983-84 budget cycle. Both the comparison group and the positions to be surveyed for future years remain unresolved at this time and will be considered by the Advisory Committee during 1985.

#### *Medical faculty salaries*

The Commission will include data on comparative salaries and compensation plans for the University of California and a select group of comparison institutions on a biennial basis commencing with the 1985-86 academic year. Comparison institutions to be surveyed will be Stanford University, the University of Chicago, the University of Illinois, the University of Michigan, the University of North Carolina, the University of Texas at Houston, the University of Wisconsin, and Yale University. Disciplines to be surveyed will be internal medicine, pediatrics, and surgery, which, taken together, will be considered representative of the medical profession as a whole.

#### *Community college faculty salaries*

In its annual report on faculty salaries, the Commission shall include such comments as it considers appropriate to satisfy the recommendation of the Legislative Analyst contained in the *Analysis of the Budget Bill, 1979-80*. Comments shall be directed to, but need not be limited by, the contents of the *Annual Report on Staffing and Salaries* of the Community Colleges' Chancellor's Office.

### **9. Supplementary information**

Supplementary information remains an unresolved issue. The categories of data to be supplied by the segments and the years to be included in historical series will be discussed by the Technical Advisory Committee in 1985.

### **10. Criteria for the selection of comparison institutions**

#### *University of California*

The following four criteria will be used to select comparison institutions for the University.

- 1 Each institution should be an eminent major university offering a broad spectrum of under-

graduate, graduate (Master's and Ph D), and professional instruction, and with a faculty responsible for research as well as teaching.

- 2 Each institution should be one with which the University is in significant and continuing competition in the recruitment and retention of faculty.
- 3 Each institution should be one from which it is possible to collect salary and benefit cost data on a timely, voluntary, and regular basis. (Not all institutions are willing to provide their salary and benefit cost data, especially in the detail required for comparison purposes.)
- 4 The comparison group should be composed of both public and private institutions.

In selecting these institutions, stability over time in the composition of the comparison group is important to enable the development of faculty salary market perspective, time-series analysis, and the contacts necessary for gathering required data.

#### *The California State University*

The following five criteria will be used to select comparison institutions for the California State University.

- 1 *General Comparability of Institutions* Comparison institutions should reflect the mission, functions, purposes, objectives, and institutional diversity of the California State University system. Faculty expectations at the comparison institutions, in terms of pay, benefits, workload, and professional responsibilities, should be relatively similar to those prevailing at the California State University. To those ends, State University comparison institutions should include those that offer a wide variety of programs at both the undergraduate and graduate levels but that grant very few if any doctoral degrees. Specifically, the 20 institutions that awarded the largest number of doctoral degrees during the ten-year period between 1973-74 and 1983-84 should be excluded. The list should include both large and small, and urban and rural institutions from each of the four major regions of the country (Northeast, North Central, South, and West). Approximately one-fourth to one-third of the institutions on the list should be private or independent colleges and universities, and none of these institutions should be staffed predominantly with religious faculty.

2 *Economic Comparability of Institutional Location*  
The comparison group, taken as a whole, should reflect a general comparability in living costs and economic welfare to conditions prevailing in California. Consequently, institutions located in very high cost areas, such as New York City, or in severely economically depressed areas, such as portions of the deep South, should not be included on the list. In order to ensure a continuing economic comparability between California and those regions in which comparison institutions are located, the Commission will periodically review such economic indicators as it considers appropriate and include the results of its surveys in its annual report on faculty salaries and fringe benefit costs.

3 *Availability of Data* Each institution should be one from which it is possible to collect salary and benefit cost data on a timely, voluntary, and regular basis. (Not all institutions are willing to provide their salary and benefit cost data, especially in the detail required for comparison purposes.)

4 *Fringe Benefits* The comparison institutions should provide fringe benefits, including a retirement program that vests in the faculty member within five years. This criterion will be reviewed further by the Technical Advisory Committee (see Chapter Four).

5 *University of California Comparison Institutions*  
The comparison group developed for the California State University should not include any institution used by the University of California for its comparison group.

## *Appendix C*

### **House Resolution No. 250, 1964 First Extraordinary Session, Relative to the Economic Welfare of the Faculties of the California Public institutions of Higher Education**

WHEREAS, The Master Plan for Public Higher Education strongly recommended that every effort be made to ensure that the institutions of higher education in California maintain or improve their position in the intense competition for the highest quality of faculty members; and

WHEREAS, The Coordinating Council for Higher Education in its annual report to the Governor and the Legislature regarding level of support for the California State Colleges and the University of California recommended that funds should be provided to permit at least an additional 5 percent increase in academic salaries for the California State Colleges and the University of California; and

WHEREAS, The Trustees of the California State Colleges in their annual report to the Legislature declared that the California State Colleges are falling far behind in the face of this competition and that by 1964-65 faculty salaries will be lagging 14 to 18 percent behind those of comparable institutions; and

WHEREAS, Greatly increasing enrollments in institutions of higher education in California during the next decade will cause a demand for qualified faculty members which cannot possibly be met unless such institutions have a recruitment climate which will compare favorably with other colleges, universities, and business institutions, industry, and other levels of government; and

WHEREAS, California has achieved an enviable momentum in business and industrial development, a momentum now threatened by lagging faculty salaries so that failure to maintain adequate salary scales for faculty members in California institutions of higher education would be false economy; and

WHEREAS, There have been widespread reports from the State College and University campuses that higher salaries elsewhere are attracting some of the best faculty members from the California institutions of higher education, and if such academic emigration gains momentum because of inadequate salaries, the effect will disrupt the educational processes and result in slower economic growth, followed by lower tax revenues; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in

attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The State's investment in superior teaching talent has been reflected in California's phenomenal economic growth and has shown California taxpayers to be the wisest of public investors, but unless the superiority in faculty quality is maintained, the contributions by the California institutions of higher education to the continued economic and cultural development of California may be seriously threatened; now, therefore, be it

*Resolved by Assembly of the State of California, That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session.*

# *Appendix D*

## **A RECOMMENDED METHOD FOR REPORTING TO THE LEGISLATURE ON FACULTY SALARIES AND OTHER BENEFITS AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE COLLEGES**

**(Pursuant to HR 250, 1964 First Extraordinary Session)**

*Prepared by the*  
**Office of the Legislative Analyst  
State of California**

**January 4, 1965**

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## INTRODUCTION

The purpose of this staff report is to recommend a method for reporting to the Legislature on salaries, fringe benefits and other special economic benefits for faculties of the University of California and the California State Colleges. This report has been prepared by the Joint Legislative Budget Committee in response to House Resolution 250 (1964 First Extraordinary Session, Appendix 1)<sup>1</sup> which resolved:

"That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session."

Staff of the Joint Legislative Budget Committee initiated its study by seeking information which would reflect the magnitude of California's long-range and immediate problems regarding the need to recruit and retain an adequate number of high quality faculty. While reviewing past reports presented to the Legislature as justification for salary increase recommendations by the Coordinating Council for Higher Education, the University of California and the California State Colleges, it became apparent that the first step in trying to improve faculty salaries and other benefits is to furnish the Legislature with comprehensive and consistent data which identify the nature and level of competitive benefits. The costs associated with recommendations, rated according to priority, should be included in proposals by the segments in order to aid the Legislature in determining how much to appropriate and the benefits which an appropriation will buy.

There has existed in the past a difference between what the institutions have recommended as the need for salary and benefit increases and what has finally been appropriated by the Legislature. There are two principal reasons for this difference which at times may be closely related: (1) The Legislature may disagree with what is proposed as to need, or (2) there may not be enough funds to meet the need because of higher priorities in other areas of the budget.

These needs are very complex and, for example, include such factors as:

1. Disagreement with conclusions drawn from data submitted in justification of recommendations;
2. Lack of confidence in the quantity, quality, or type of data;

<sup>1</sup> Appendices deleted.

3. The failure of advocates to make points which are concise and clearly understandable;
4. The submission of conflicting data by legislative staff or the Department of Finance.

After careful consideration, it was determined that a special report should be made to the Budget Committee containing recommendations as to the kind of data the Legislature should be furnished for the purpose of considering salary and other benefit increases.

On August 5, 1964 a letter (Appendix 2) was sent from the Legislative Analyst to the Coordinating Council for Higher Education, the University of California, the California State Colleges, the Department of Finance and various faculty organizations informing them that the Joint Legislative Budget Committee was planning to hold a public hearing in connection with HB 250 and asking for replies to a series of questions designed to gather background information about salary and fringe benefits data (Appendix 3. Copies of Replies Received). The primary purpose of the hearing was to provide the University of California, the California State Colleges and interested groups the opportunity to indicate the basis on which salary and fringe benefits should be reported to the Legislature, including the kind of data to be compiled and who should compile and publish it (Appendix 4. Copies of Prepared Testimony Filed with the Joint Legislative Budget Committee at the October 15, 1964 Hearing). The contents of most of the prepared statements discussed problems and in some instances recommendations relating to faculty salaries and other benefits rather than the primary purpose of the hearing, but the testimony did serve to identify areas of concern. The hearing also established legislative interest in the subjects of faculty workload and sources of supplementary income.

The review of past faculty salary reports, the replies to the Legislative Analyst's letter of August 5, 1964, the oral and prepared statements received at the October 15, 1964 hearing of the Joint Legislative Budget Committee and other sources have revealed significant findings and permitted the development of recommendations concerning the type of information and method of presentation that should be included in future faculty salary reports prepared for the Legislature.

## BACKGROUND

Current procedures for review of faculty salary and other benefit increase proposals, starting with the presentation of recommendations by state colleges and University of California administrative officials to their respective governing boards, appear generally to be adequate, with minor reservations. The State College Trustees and the Regents of the University of California generally formulate their own proposals in December and forward them to the State Depart-



ment of Finance for budget consideration. Concurrently the Coordinating Council for Higher Education also makes a report with recommendations which is made available to the State Department of Finance. The Governor and the Department of Finance consider these salary increase proposals in relation to the availability of funds and their own analysis of faculty salary needs and decide how much of an increase, if any, to include in the Governor's Budget. The Legislative Analyst in the *Analysis of the Budget Bill* provides analysis and recommendations as to the Governor's budget proposal.

When appropriate legislative committees hear the budget request for faculty salary increases they may be confronted with several recommendations from various sources. Their first responsibility is to consider the Governor's recommendations in the Budget Bill. However, the University and the California State Colleges generally request the opportunity to present their own recommendations, which frequently differ from the Governor's proposal. Also, the Coordinating Council for Higher Education presents its recommendations. Various faculty organizations may desire to make independent proposals. The Legislature has been cooperative in providing all interested parties the opportunity to present their views, but these presentations have been marked by extreme variations in recommendations and in the data which support the requests.

#### WHO SHOULD PREPARE FACULTY SALARY REPORTS

There appears to be some difference of opinion concerning the purpose of faculty salary reports and recommendations prepared by the Coordinating Council for Higher Education. The University of California and the California State Colleges contend that they should make direct recommendations to the Governor and the Legislature and that Coordinating Council recommendations should be regarded as independent comments. Conversely, the Department of Finance and the Coordinating Council for Higher Education believe that salary reports and recommendations of the Coordinating Council should be the primary report submitted to the Department of Finance and the Governor to consider in preparing budget recommendations. The Department of Finance states that such a report should be regarded as similar in status to the annual salary report relating to civil service salaries prepared by the State Personnel Board for the Governor and the Legislature. It is our opinion that the Legislature should give specific and primary consideration to the recommendations in the Governor's Budget and to the annual faculty salary report of the Coordinating Council for Higher Education. However, any separate recommendations of the University of California and the California State Colleges should also be considered.

#### WHAT FACULTY SALARY REPORTS SHOULD CONTAIN

We do not believe that reporting required of the University, the California State Colleges, and the Coordinating Council for Higher Education should limit the right of these agencies to emphasize specific points in supporting their own recommendations. However, the Legislature should take steps to establish a consistent basis upon which it will receive comprehensive information about faculty salaries, other benefits, and related subjects from year to year. After careful consideration of the statistical and other grounds presented in support of salary and other benefit increase proposals in the past, we recommend that basic data be included in faculty salary reports to the Legislature in a consistent form in the following areas:

- A. Faculty Data
- B. Salary Data
- C. Fringe Benefits
- D. Total Compensation
- E. Special Privileges and Benefits
- F. Supplementary Income

Since it is necessary for staff of the executive and legislative branches of government to analyze recommendations prior to the commencement of a legislative session, all reports and recommendations should be completed by December 1 of each year.

##### A. Faculty Data

###### 1. Findings

- a. Informative data about the size, composition, retention, and recruitment of California State College faculty has been presented to the Legislature from time to time, but usually it has been so selective that it lacks objectivity and has been inconsistent from year to year.
- b. Superior faculty performance has not been demonstrated as a reason to justify past requests for superior salaries.

###### 2. Recommendations

The following data should be compiled and presented annually on a consistent basis. Definitions of what constitutes faculty are left to the discretion of the University and the state colleges but should be clearly defined in any report. Additional data may be included in any given year to emphasize special problems, but such data should supplement not replace the basic information recommended below. Graphs should be used when practical, accompanied by supporting tables in an appendix. Recommended faculty data includes:

- a. The number of faculty, by rank and the increase over the previous five years to reflect institutional growth.
- b. Current faculty composition expressed in meaningful terms, including but not limited to the percentage of the faculty who have PhD's.
- c. Student-faculty ratios as a means of expressing performance.
- d. Data relating to all new full-time faculty for the current academic year including the number hired, source of employment, their rank and highest degree held. Existing vacancies should also be noted. Pertinent historical trends in these data should be analyzed. We do not believe that subjective and incomplete data estimating reasons for turning down offers, such as has been presented in the past, serves any useful purpose.
- e. Faculty turnover rates comparing the number of separations to total faculty according to the following suggested categories; death or retirement, to research or graduate work, intra-institutional transfers, other college or University teaching, business and government, other.

### 3. Comments

The first three recommendations above are designed to reflect faculty size, composition, rate of growth, and workload. The inclusion of consistent data from year to year will facilitate trend analysis as it relates to the institutions involved and, when possible, to comparable institutions. The purpose of including data on new faculty and faculty turnover is to provide a quantitative base for discussions of problems relating to faculty recruitment and retention. It may also be beneficial to include some basic statistics about the available supply of faculty to see what proportion of the market, new PhD's for example, California institutions hire every year.

### B. Salary Data

#### 1. Findings

- a. The University for several years has exchanged salary data to provide a consistent comparison with a special group of five "eminent" universities, as well as with a group of nine public universities. Conversely, the California State Colleges have not yet established a list of comparable institutions which is acceptable to them.
- b. Both the University of California and the Coordinating Council for Higher Education maintain that salary comparisons to appro-

priate institutions is the best single method of determining salary needs.

- c. The University of California places less significance on salary comparisons with non-academic employment than the Coordinating Council on Higher Education and the California State Colleges.
- d. Salary increases have been proposed on the basis of differentials between total compensation (salaries plus fringe benefits) in comparable institutions.
- e. Both the University and the California State Colleges have tended to relate the size of proposed salary increases to how much of an increase would be necessary to return to a specific competitive position which existed in 1957-58 and which was unusually advantageous.
- f. Salary comparisons have frequently been made to various levels of teaching including elementary, high school, and junior college salaries.
- g. Methods of salary comparisons with other institutions have varied from year to year in reports prepared by the state colleges.

#### 2. Recommendations

- a. We recommend that proposed faculty salary increases distinguish between: (1) increases necessary to maintain the current competitive position and (2) increases to improve the current competitive position.
  - (1) Proposed increases to maintain the existing competitive position should be equivalent to a projection of the average salary relationship between the University, or state colleges, and comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection be based on a projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the past five years. A record of the accuracy of projections should be maintained in an appendix.
  - (2) Recommendations to improve the current competitive positions should be related to the additional advantages to be derived.
- b. It is also recommended that the California State College Trustees select a list of com-

comparable institutions within the next year and that agreements be negotiated to exchange salary data in a form which will facilitate comparisons. A list of the criteria used to select comparable institutions, plus characteristics of the institutions selected, should be included in next year's report.

- c. Specific proposals for salary increases should be accompanied by comparisons of current salary amounts and historic trends to comparable institutions. The following general principles are considered to be important.

- (1) Salary data should be separated from fringe benefit and special benefit data for purposes of reporting salary comparisons.
- (2) A consistent form should be used from year to year to present salary data. A suggested form might be to illustrate a five-year historic trend in average salaries by using a line graph for each rank. An alternative might be a table which simply shows where California ranked among comparable institutions during the past five years.

The current salary position might best be illustrated by showing a list of average salaries of the California institutions and the other comparable institutions from the highest to the lowest average, by rank, for the last actual and current years. This will show the relative position of the California institution for the last actual and current years, as well as the range of averages. Frequency distributions of faculty by rank or professor should be incorporated in an appendix and any significant limitations in the use of averages between those particular institutions in a given year should be noted. For example, an unusual proportion of faculty in the high ranks or the low ranks would affect the comparability of the arithmetic means.

- (3) Special data to illustrate a particular problem in any given year would be appropriate as long as it supplements, rather than replaces, basic salary data.

- d. Finally, it is recommended that salary data be reported in a form by rank which compensates for differences in faculty distributions.

#### C. Fringe Benefits

##### 1. Findings

- a. The definition of fringe benefits generally includes benefits available to all faculty that have a dollar cost to the employer. Benefits

and services in kind are considered to be fringe benefits only if a cash payment option is available. Retirement and health insurance, by definition, are the only two programs considered as fringe benefits by the University of California and the California State Colleges.

- b. Comparisons of fringe benefits, when comparisons have been made at all, have generally been limited to the dollar contribution by the employer and have not included any analysis of the quality of the benefits to the employee.

##### 2. Recommendations

- a. It is recommended that fringe benefit comparisons of type of benefit be included in faculty salary reports, but compared separately from salaries. Such comparisons should include an analysis of the quality of the benefits as well as the dollar cost to the employer.
- b. Proposals to increase specific fringe benefits should be made separately from salaries, including separate cost estimates.

##### 3. Comments

Separate proposals for increases in salaries and fringe benefits should be made to minimize misunderstanding about competitive positions. For example, information submitted to the 1963 Legislature by the University of California, in support of a proposed salary increase for 1963-64, compared total compensation data (salaries plus fringe benefits) rather than salaries alone. This report stated in part: "In comparing salaries, fringe benefits must be taken into account. Salary comparisons between the University and other institutions based on salary alone look far more favorable than comparisons of salaries plus benefits." The least favorable comparison was with fringe benefits, not salaries, thus the report recommended a salary increase largely on the basis of a difference in fringe benefits. Although it is felt that comparisons of total compensation are appropriate inclusions in a faculty salary report, such data should only be in addition to rather than in place of separate analyses of the current competitive position in salaries and fringe benefits.

#### D. Total Compensation

##### 1. Findings

- a. Total compensation data consists of average salaries plus a dollar amount representing the employer's cost of fringe benefits.
- b. The Coordinating Council for Higher Education, the University of California and the California State Colleges have in the past all

used total compensation data prepared and published by the American Association of University Professors in their respective faculty salary reports.

## 2. Recommendations

We recommend that total compensation data, as reported by the American Association of University Professors, be included in faculty salary reports as a supplement to separate salary and fringe benefit information.

## E. Special Privileges and Benefits

### 1. Findings

There are other faculty privileges and economic benefits which are not classified as fringe benefits because they may not be available to all faculty or fit the definition of a fringe benefit in some other respect. Examples at the University of California include up to one-half the cost of moving expenses, vacations for 11-month appointees, the waiving of nonresident tuition for faculty children, sabbatical leaves with pay, and other special and sick leaves with or without pay.

### 2. Recommendations

It is recommended that a list of special privileges and benefits be defined and summaries of related policies be included in a special section in future faculty salary reports so that the Legislature will be aware of what these privileges and benefits include.

### 3. Comments

The expansion or establishment of some of these special privileges and benefits could improve recruiting success more than the expenditure of comparable amounts in salaries. For example, moving expenses are not currently offered by the state colleges but some allowance might make the difference of whether a young candidate from the East could accept an appointment. If this type of benefit is proposed, it must include adequate controls.

## F. Supplementary Income

### 1. Findings

- The multiple loyalties created by permitting faculty to supplement their salaries by earning extra income from various sources within and outside his college or University is recognized as a problem common to institutions of higher education throughout the United States.
- There apparently are proportionately more private consulting opportunities in California

than in other areas of the nation. For example, 51 percent of the federal research defense contracts were concentrated in California during 1963-64.

- The University of California has general policies designed to insure that outside activities do not interfere with University responsibilities. If outside activities interfere with University responsibilities, the faculty member generally must take a leave of absence without pay until such outside activities are completed. These and other related University policies were praised in a 1956 Carnegie-financed study titled *University Faculty Compensation Policies and Practices*.

- The Coordinating Council for Higher Education submitted excerpts from nationwide studies relating to the magnitude of outside activities. We have no way of determining how the data may relate to California, but if the figures are reasonable, then it appears that probably a large percentage of faculty have at least one source of extra income. Sources of income were reported as follows:

Source	Percent of faculty earning additional income from source
Lecturing	31%
General writing	23
Summer and extension teaching	25
Government consulting	15
Textbook writing	18
Private consulting	12
Public service and foundation membership	9
Other professional activities	12

Source: *University Faculty Compensation Policies and Practices* in the U. S. Association of American Universities, University of Illinois Press, Urbana, 1956.

- The United State Office of Education has just completed a nationwide sample survey of outside earnings of college faculty for 1961-62. Although data has not been published yet, special permission has been received to report the following results which are quoted from a letter sent to the Legislative Analyst on December 3, 1964 from the staff of the California State College Trustees.

### OUTSIDE EARNINGS OF TEACHING FACULTY ON ACADEMIC YEAR CONTRACTS (9-10 MONTHS)

The U. S. Office of Education has just completed a nationwide survey of outside earnings by a sampling of all college faculty nationwide for 1961-62. The results are as follows:

	Percent	Average earnings
All with outside earnings	74	\$2,200
Summer teaching	44	1,300
Other summer employment	11	1,900
Other teaching	13	900
Royalties	5	1,200
Speeches	9	200
Consultant fees	12	1,400
Retirement (individuals who have retired who teach elsewhere after retiring)	1	3,400
Research	7	1,800
Other professional earnings	10	1,300
Non-professional earnings	9	1,700

The highest average earnings by teaching field and the percentage with outside earnings are:

	Percent	Average earnings
Law (which we do not have)	75	\$3,300
Engineering	83	3,200
Business and Commerce	73	2,900
Physical Sciences	80	2,900
Agriculture	71	2,900
Psychology	85	2,700

In light of the Joint Committee discussion you might be interested in the following:

	Percent	Average earnings
Social Sciences	74	\$1,900
Fine Arts	74	1,800
Philosophy	74	1,500
Religion and Theology	75	1,200

## 2. Recommendations

- a. We recommend that the Coordinating Council for Higher Education, the University of California and the California State Colleges cooperate in determining the extent to which faculty members participate in extra activities to supplement their nine-month salaries including information as to when extra activities are usually performed (such as vacations, etc.). Such activities would include, but not be limited to, lecturing, general writing, summer and extension teaching, government consulting, textbook writing, private consulting, public service and foundation consulting, and other professional activities. If such a study suggests that the magnitude of these activities is such that the performance of normal University and state college responsibilities are perhaps being adversely affected, then consideration should be given

to the possibility of maintaining more complete and meaningful records. Such records would aid administrative officials and academic senates when reviewing recommendations for promotions and salary increases and provide summary data for reporting to the Legislature on these significant faculty welfare items. Next year's faculty salary report of the Coordinating Council for Higher Education should incorporate the results of this study.

- b. We also recommend that existing state college policies and enforcement practices regarding extra employment be reviewed and updated.
  - c. Finally, it is recommended that faculty salary reports keep the Legislature informed about policies and practices relating to extra employment.
- ## 3. Comments

In our opinion, it would seem that any extra employment would affect the quality of performance of University responsibilities since faculty surveys indicate that the average faculty workweek is 54 hours. The time spent on activities for extra compensation (except during the summer) would be on top of what the faculty has defined as their average workweek. Because, in some instances, it is difficult to determine whether a given income-producing activity, such as writing a book, is considered a normal University responsibility or an extra activity, distinctions between normal and extra activities need to be more clearly defined.

Much of the outside compensation received by faculty comes in the form of grants made directly to the faculty member rather than through the University or colleges. There is no regular reporting of these grants or the personal compensation which they provide to faculty, and the colleges and University do not consider the reporting of such income to be feasible. It may be desirable to encourage the Congress to direct that greater number of grants made by United States agencies for research be made directly to academic institutions.

# Appendix E

## UNIVERSITY OF CALIFORNIA

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DAVID PIERPONT GARDNER  
President

WILLIAM R. FRAZER  
Senior Vice President—  
Academic Affairs

OFFICE OF THE PRESIDENT  
BERKELEY CALIFORNIA 94720

December 5, 1986

William Pickens, Director  
California Postsecondary Education Commission  
1020 Twelfth Street  
Sacramento, CA 95814

Dear Director Pickens:

On behalf of the University of California, I am submitting Tables A-1 and A-4 of the faculty salary comparison report. These tables contain the results of the 1986-87 survey of the eight comparison institutions as well as the percentage increases required to achieve parity with the mean salaries for those institutions in 1987-88.

Since we are still unable to obtain final data from one institution, the State University of New York at Buffalo, we have estimated the average salaries for that institution by the method agreed to with the CPEC staff. This method uses 95 percent of the 6 percent increase which was provided to SUNY faculty in their collective bargaining agreement. SUNY expects to have final data next week. We will, of course, update this report if necessary at that time.

Tables A-2 and A-3 concerning fringe benefits will be submitted early in the spring together with Tables A-5 and A-6 which show the FTE at each step, by rank.

If you have any questions concerning these tables, please contact Director Ellen Switkes at 415/643-6512.

Sincerely,

Calvin C. Moore  
Associate Vice President  
Academic Affairs

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE PRESIDENT

FALL, 1986

TABLE A-4

Average Comparison Institution Salaries

<u>Institution</u>	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>
<u>1986-87</u>			
Z	\$59,258	\$42,027	\$32,733
Y	63,655	38,570	30,536
X	54,322	41,745	34,924
W	55,873	40,634	32,106
V	51,260	37,373	32,817
U	68,349	38,248	33,525
T	65,253	46,178	36,773
S	53,366	37,544	32,310
*Average	58,917	40,290	33,216
<u>1981-82</u>			
Z	\$41,804	\$29,426	\$22,418
Y	44,796	27,093	21,195
X	39,104	28,096	23,076
W	39,723	27,897	22,786
V	35,681	25,705	22,123
U	48,486	26,960	23,554
T	45,132	32,479	25,078
S	38,987	27,350	23,300
Average	41,714	28,126	22,941

Confidential data received from comparison institutions include 9- and 11-month full-time salaries for all schools and colleges except health sciences and law.

\*Figures based on an estimate for one institution.

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FALL 1986

TABLE A-1

Projected Difference in Faculty Salaries: UC and Comparison Institutions  
(Excludes Health Sciences and Law)

	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>	<u>Average</u> <sup>2</sup>
*Comparison 8 Institutions: <sup>1</sup>				
Average Salaries 1986-87	58,917	40,290	33,216	
Average Salaries 1981-82	41,714	28,126	22,941	
Projected Average 1987-88 <sup>3</sup>	63,129	43,293	35,767	55,319
University of California:				
Average Salaries 1986-87 <sup>4</sup>	61,983	41,010	36,126	54,164
Projected Staffing 1987-88	3,346	996	724	5,066
Percentage Increase Needed to adjust UC 1987-88 salaries to equal the projected 1987-88 comparison average salaries	1.8	5.6	(1.0)	2.1

<sup>1</sup>Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, University of Wisconsin (Madison), Yale University, and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

<sup>2</sup>Averages based on projected 1987-88 UC staffing pattern.

<sup>3</sup>Compound annual growth rate over the five-year period is used for the one year projection.

<sup>4</sup>1986-87 average salaries adjusted to include merits and promotions to be effective 7/1/87.

\*Figures are based on an estimate for one institution.



# Appendix F

## APENDIX F1 Institution S Average Salary Calculations

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Average Salary
Professor	820	\$44,297,794	\$54,022
Associate Professor	473	17,857,134	37,753
Assistant Professor	331	10,797,218	32,620
Total	1,624	\$72,952,146	\$44,921

Academic Rank (11 Month Faculty)	Number of Faculty	Total Dollar Outlay	Dollar Outlay Adjusted to 9-Month Assignment	Average Salary (Unadjusted)	Average Salary (Adjusted)
Professor	148	\$8,558,916	\$7,360,668	\$57,831	\$49,734
Associate Professor	79	3,333,868	2,867,126	42,201	36,293
Assistant Professor	75	2,698,193	2,320,446	35,976	30,939
Total	302	\$14,590,977	\$12,548,240	\$48,314	\$41,550

Academic Rank (All Faculty)	Total Faculty (Full Time Equivalent)	Total Dollar Outlay (Adjusted for 11-Month Faculty)	Adjusted Average Salary
Professor	968	\$51,658,462	\$53,366
Associate Professor	552	20,724,260	37,544
Assistant Professor	406	13,117,664	32,310
Total/Average	1,926	\$85,500,386	\$44,393

**APPENDIX F2     *Institution T Average Salary Calculations***

<b>Academic Rank (9 Month Faculty)</b>	<b>Number of Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay</b>	<b>Average Salary</b>
Professor	497	\$32,663,221	\$65,721
Associate Professor	122	5,609,731	45,981
Assistant Professor	153	5,623,113	36,752
Total	772	\$43,896,065	\$56,860

<b>Academic Rank (11 Month Faculty)</b>	<b>Number of Faculty</b>	<b>Total Dollar Outlay</b>	<b>Dollar Outlay Adjusted to 9-Month Assignment</b>	<b>Average Salary (Unadjusted)</b>	<b>Average Salary (Adjusted)</b>
Professor	22	\$1,398,857	\$1,203,017	\$63,584	\$54,683
Associate Professor	4	242,610	208,645	60,653	52,161
Assistant Professor	5	217,500	187,050	43,500	37,410
Total	31	\$1,858,967	\$1,598,712	\$59,967	\$51,571

<b>Academic Rank (All Faculty)</b>	<b>Total Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay (Adjusted for 11-Month Faculty)</b>	<b>Adjusted Average Salary</b>
Professor	519	\$32,663,221	\$62,935
Associate Professor	126	5,609,731	44,522
Assistant Professor	158	5,623,113	35,589
Total/Average	803	\$43,896,065	\$54,665

**APPENDIX F3     Institution U Average Salary Calculations**

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Average Salary
Professor	442	\$30,210,317	\$68,349
Associate Professor	110	4,207,257	38,248
Assistant Professor	216	7,241,405	33,525
Total	768	\$41,658,979	\$54,243

Academic Rank (11 Month Faculty)	Number of Faculty	Total Dollar Outlay	Dollar Outlay Adjusted to 9-Month Assignment	Average Salary (Unadjusted)	Average Salary (Adjusted)
Professor	0	0	0	0	0
Associate Professor	0	0	0	0	0
Assistant Professor	0	0	0	0	0
Total	0	0	0	0	0

Academic Rank (All Faculty)	Total Faculty (Full Time Equivalent)	Total Dollar Outlay (Adjusted for 11-Month Faculty)	Adjusted Average Salary
Professor	442	\$30,210,317	\$68,349
Associate Professor	110	4,207,257	38,248
Assistant Professor	216	7,241,405	33,525
Total/Average	768	\$41,658,979	\$54,243

**APPENDIX F4     Institution V Average Salary Calculations**

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Average Salary
Professor	812 23	\$41,842,364	\$51,515
Associate Professor	173 25	6,361,446	36,718
Assistant Professor	249	8,044,761	32,308
Total	1,234 48	\$56,248,571	\$45,565

Academic Rank (11 Month Faculty)	Number of Faculty	Total Dollar Outlay	Dollar Outlay Adjusted to 9-Month Assignment	Average Salary (Unadjusted)	Average Salary (Adjusted)
Professor	271 48	\$15,940,623	\$13,708,936	\$58,717	\$50,497
Associate Professor	68 07	3,089,881	2,657,298	45,393	39,038
Assistant Professor	93 26	3,705,855	3,187,035	39,737	34,174
Total	432 81	\$22,736,359	\$19,553,269	\$52,532	\$45,177

Academic Rank (All Faculty)	Total Faculty (Full Time Equivalent)	Total Dollar Outlay (Adjusted for 11-Month Faculty)	Adjusted Average Salary
Professor	1,083 71	\$55,551,300	\$51,260
Associate Professor	241 32	9,018,744	37,373
Assistant Professor	342 26	11,231,796	32,817
Total/Average	1,667 29	\$75,801,840	\$45,464

**APPENDIX F5     Institution W Average Salary Calculations**

<b>Academic Rank (9 Month Faculty)</b>	<b>Number of Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay</b>	<b>Average Salary</b>		
Professor	408	\$22,739,320	\$55,734		
Associate Professor	156	6,312,014	40,462		
Assistant Professor	151	4,862,078	32,199		
<b>Total</b>	<b>715</b>	<b>\$33,913,412</b>	<b>\$47,431</b>		

<b>Academic Rank (11 Month Faculty)</b>	<b>Number of Faculty</b>	<b>Total Dollar Outlay</b>	<b>Dollar Outlay Adjusted to 9-Month Assignment</b>	<b>Average Salary (Unadjusted)</b>	<b>Average Salary (Adjusted)</b>
Professor	3	\$260,949	\$224,416	\$86,983	\$74,805
Associate Professor	2	125,812	108,198	62,906	54,099
Assistant Professor	1	20,900	17,974	20,900	17,974
<b>Total</b>	<b>6</b>	<b>\$407,661</b>	<b>\$350,588</b>	<b>\$67,944</b>	<b>\$58,431</b>

<b>Academic Rank (All Faculty)</b>	<b>Total Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay (Adjusted for 11-Month Faculty)</b>	<b>Adjusted Average Salary</b>
Professor	411	\$22,963,736	\$55,873
Associate Professor	158	6,420,212	40,634
Assistant Professor	152	4,880,052	32,106
<b>Total/Average</b>	<b>721</b>	<b>\$34,264,000</b>	<b>\$47,523</b>

**APPENDIX F6     Institution X Average Salary Calculations**

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Average Salary
Professor	668	\$35,951,092	\$53,819
Associate Professor	260	10,832,380	41,663
Assistant Professor	294	10,284,120	34,980
Total	1,222	\$57,067,592	\$46,700

Academic Rank (11 Month Faculty)	Number of Faculty	Total Dollar Outlay	Dollar Outlay Adjusted to 9-Month Assignment	Average Salary (Unadjusted)	Average Salary (Adjusted)
Professor	31	\$2,348,715	\$2,019,895	\$75,765	\$65,158
Associate Professor	15	752,835	647,438	50,189	43,163
Assistant Professor	5	183,780	158,051	36,756	31,610
Total	51	\$3,285,330	\$2,825,384	\$64,418	\$55,400

Academic Rank (All Faculty)	Total Faculty (Full Time Equivalent)	Total Dollar Outlay (Adjusted for 11-Month Faculty)	Adjusted Average Salary
Professor	699	\$37,970,987	\$54,322
Associate Professor	275	11,479,818	41,745
Assistant Professor	299	10,442,171	34,924
Total/Average	1,273	\$59,892,976	\$47,049

**APPENDIX F7     Institution Y Average Salary Calculations**

<b>Academic Rank (9 Month Faculty)</b>	<b>Number of Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay</b>	<b>Average Salary</b>
Professor	384	\$24,443,520	\$63,655
Associate Professor	123	4,744,110	38,570
Assistant Professor	203	6,198,808	30,536
<b>Total</b>	<b>710</b>	<b>\$35,386,438</b>	<b>\$49,840</b>

<b>Academic Rank (11 Month Faculty)</b>	<b>Number of Faculty</b>	<b>Total Dollar Outlay</b>	<b>Dollar Outlay Adjusted to 9-Month Assignment</b>	<b>Average Salary (Unadjusted)</b>	<b>Average Salary (Adjusted)</b>
Professor	0	0	0	0	0
Associate Professor	0	0	0	0	0
Assistant Professor	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Academic Rank (All Faculty)</b>	<b>Total Faculty (Full Time Equivalent)</b>	<b>Total Dollar Outlay (Adjusted for 11-Month Faculty)</b>	<b>Adjusted Average Salary</b>
Professor	384	\$24,443,520	\$63,655
Associate Professor	123	4,744,110	38,570
Assistant Professor	203	6,198,808	30,536
<b>Total/Average</b>	<b>710</b>	<b>\$35,386,438</b>	<b>\$49,840</b>

**APPENDIX F8     Institution Z Average Salary Calculations**

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Increase by 95% of 6% to Reflect 1985- 86 Adjustment	Increase by 95% of 6% to Reflect 1986-87 Adjustment	1986-87 Average Salary
Professor	342	\$17,983,820	\$19,008,898	\$20,092,405	\$58,750
Associate Professor	269	10,077,373	10,651,783	11,258,935	41,855
Assistant Professor	155	4,534,990	4,793,484	5,066,713	32,688
Total	766	\$32,596,183	\$34,454,165	\$36,418,053	\$47,543

Academic Rank (9 Month Faculty)	Number of Faculty (Full Time Equivalent)	Total Dollar Outlay	Increase by 95% of 6% to Reflect 1985-86 Adjustment	Increase by 95% of 6% to Reflect 1986-87 Adjustment	Dollar Outlay Adjusted to 9-Month Assignment	Average Salary (Unadjusted)	Average Salary (Adjusted)
Professor	16	\$1,105,375	\$1,168,381	\$1,234,979	\$1,062,082	\$77,186	\$66,380
Associate Professor	11	494,769	522,971	552,780	475,391	50,253	43,217
Assistant Professor	12	399,864	422,656	446,748	384,203	37,229	32,017
Total	39	\$2,000,008	\$2,114,008	\$2,234,507	\$1,921,676	\$57,295	\$49,274

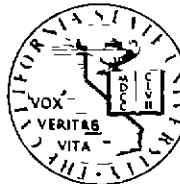
Academic Rank (All Faculty)	Total Faculty (Full Time Equivalent)	Total Dollar Outlay (Adjusted for 11-Month Faculty)	Adjusted Average Salary
Professor	358	\$21,157,501	\$59,091
Associate Professor	280	11,735,675	41,908
Assistant Professor	167	5,452,006	32,640
Total/Average	805	\$38,345,183	\$47,627



## Appendix G

# THE CALIFORNIA STATE UNIVERSITY

BAKERSFIELD CHICO DOMINGUEZ HILLS FRESNO FULLERTON HAYWARD HUMBOLDT  
POMONA SACRAMENTO SAN BERNARDINO SAN DIEGO SAN FRANCISCO SAN JOSE



LONG BEACH LOS ANGELES NORTHRIDGE  
SAN LUIS OBISPO SONOMA STANISLAUS

OFFICE OF THE CHANCELLOR

(213) 590 5596

December 18, 1986

Dr. William Pickens  
Director  
California Postsecondary Education Commission  
1020 Twelfth Street  
Sacramento, California 95814

Dear Bill:

This letter is to transmit to the Commission faculty salary lag calculations corrected of the error that has been discovered and which was communicated to Mr. Storey earlier this week. The revised calculations reflect a lag in 1987-88 of 6.97%; they are shown on Attachments B and C (revised). Attachment A, unchanged, is also enclosed.

The earlier computation resulted in an error of .0018. In determining the 1981-82 average salaries (used to establish the five-year trend), data for one institution inadvertently were counted twice, while another institution's data were omitted. As the institutions involved were at opposite extremes in terms of salary levels, the impact on the group average salaries was sufficient to alter the five-year trend calculations and hence the projections into 1987-88.

Naturally, we are concerned that the calculations previously submitted were incorrect and deeply regret the error. We have prided ourselves in the correctness of this process and bring the miscalculation to your attention so that the integrity of these calculations is assured.

Please let me know if you have any questions regarding this matter or any other aspect of our faculty salary computations.

Sincerely,

Caesar J. Naples  
Vice Chancellor  
Faculty and Staff Relations

The California State University  
Office of the Chancellor

CSU Average Faculty Salaries  
1986-87

<u>Rank</u>	<u>No. of Faculty</u>	<u>Average Salary</u>
Professor	7,450	\$49,077
Associate Professor	2,627	37,900
Assistant Professor	1,417	30,658
Instructor	<u>175</u>	<u>26,370</u>
Totals and All Ranks Average Salary	11,669	\$43,984

December 5, 1986

The California State University  
Office of the Chancellor

Faculty Salary Data from Comparison  
20 Universities & Projection to 1987-88

	<u>N</u> <u>86/87</u>	<u>81-82</u> <u>Salaries</u>	<u>86-87</u> <u>Salaries</u>	<u>5-Year</u> <u>Trend</u>	<u>87-88</u> <u>Projection</u>
Professor	4,094	37,286	50,581	6.29	53,762
Associate Professor	4,265	27,778	37,603	6.24	39,951
Assistant Professor	3,000	22,287	31,168	6.94	33,330
Instructor	479	17,493	24,362	6.85	26,031
All Ranks	11,838		39,925	6.41	42,485
All Ranks (CSU Staffing)			44,909	6.34	47,755

Salary data for 1986-87 based on fourteen (14) institutions reporting Fall 1986 data, and projections from 1985-86 data for 6 institutions.

Revised December 15, 1986

The California State University  
Office of the Chancellor

Estimate of CSU Faculty Salary Lag in 1987-88  
With the 20 Comparison Institutions

Using Law Adjustment Factor of 0.8%

	CSU Final 1986-87 <u>Salaries</u>	Comp. Inst. 1987-88 <u>Projection</u>	CSU <u>Lag</u>
CSU Staffing Pattern	\$43,984	\$47,755	8.57%
Comp. Inst. Staffing	39,464	42,485	7.66
Average of Two Computations			8.12%
Adjustments	0.2% (Law) 0.2 (growth) 0.75 (merit awards)		1.15
CSU Net Lag			6.97% =====

Revised December 15, 1986

# Appendix H

## APPENDIX H1 *Institution A Average Salaries, 1986-87* (11-Month Salaries Converted to 9-Month by Applying a .75 Factor)

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	388	\$18,406,704	48	\$2,199,473	436	\$47,262
Associate Professor	350	12,764,478	73	2,560,578	423	36,229
Assistant Professor	189	5,865,152	96	2,746,499	285	30,216
Instructor	5	131,307	31	700,486	36	23,105
Total	932	\$37,167,641	248	\$8,207,036	1,180	\$38,453

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	39	\$2,522,967	6	\$346,728	45	\$63,771
Associate Professor	13	701,328	0	0	13	53,948
Assistant Professor	5	205,136	1	29,060	6	39,033
Instructor	0	0	0	0	0	0
Total	57	\$3,429,431	7	\$375,788	64	\$59,457

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 6% for Mid- Year Adjustment
Professor	427	\$20,298,929	54	\$2,459,519	481	\$47,315	\$50,154
Associate Professor	363	13,290,474	73	2,560,578	436	36,356	38,537
Assistant Professor	194	6,019,004	97	2,768,294	291	30,197	32,009
Instructor	5	131,307	31	700,486	36	23,105	24,492
Total	989	\$39,739,714	255	\$8,488,877	1,244	\$38,769	\$41,095

Source California State University, Office of the Chancellor

**APPENDIX H2 Institution B Average Salaries,  
1986-87**

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	93	\$45,909
Associate Professor	91	36,783
Assistant Professor	48	30,315
Instructor	15	23,415
Total	247	\$38,150

Source California State University,  
Office of the Chancellor

**APPENDIX H5 Institution E Average Salaries,  
1986-87**

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	92	\$42,017
Associate Professor	102	33,340
Assistant Professor	84	29,799
Instructor	18	20,206
Total	296	\$34,233

Source California State University,  
Office of the Chancellor

**APPENDIX H3 Institution C Average Salaries,  
1986-87**

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	82	\$47,620
Associate Professor	56	36,655
Assistant Professor	72	28,888
Instructor	3	29,380
Total	213	\$38,148

Source California State University,  
Office of the Chancellor

**APPENDIX H6 Institution F Average Salaries,  
1986-87**

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	274	\$48,178
Associate Professor	264	36,180
Assistant Professor	204	29,304
Instructor	46	22,469
Total	788	\$37,771

Source California State University,  
Office of the Chancellor

**APPENDIX H4**    *Institution D Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	124	\$6,027,395	12	\$603,202	136	\$48,754
Associate Professor	185	6,885,880	38	1,281,080	223	36,623
Assistant Professor	62	1,962,582	33	913,219	95	30,272
Instructor	18	464,091	17	395,752	35	24,567
Total	389	\$15,339,948	100	\$3,193,253	489	\$37,900

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	7	\$436,800	0	\$0	7	\$62,400
Associate Professor	11	560,414	0	0	11	50,947
Assistant Professor	1	42,500	1	31,684	2	37,092
Instructor	0	0	1	34,000	1	34,000
Total	19	\$1,039,714	2	\$65,684	21	\$52,638

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	131	\$6,376,835	12	\$603,202	143	\$48,811
Associate Professor	196	7,334,211	38	1,281,080	234	36,817
Assistant Professor	63	1,996,582	34	938,566	97	30,259
Instructor	18	464,091	18	422,952	36	24,640
Total	408	\$16,171,719	102	\$3,245,800	510	\$38,074

Source California State University, Office of the Chancellor

**APPENDIX H7** *Institution G Average Salaries,  
1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	158	\$47,600
Associate Professor	218	37,000
Assistant Professor	163	29,600
Instructor	26	29,300
Total	565	\$37,475

Source California State University,  
Office of the Chancellor

**APPENDIX H9** *Institution I Average Salaries,  
1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	71	\$51,306
Associate Professor	110	36,519
Assistant Professor	89	30,572
Instructor	49	22,081
Total	319	\$35,933

Source California State University,  
Office of the Chancellor

**APPENDIX H8** *Institution H Average Salaries,  
1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	196	\$43,385
Associate Professor	144	34,535
Assistant Professor	132	27,575
Instructor	42	20,118
Total	514	\$34,944

Source California State University,  
Office of the Chancellor

**APPENDIX H12** *Institution L Average Salaries,  
1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	48	\$41,109
Associate Professor	19	31,513
Assistant Professor	26	25,855
Instructor	0	0
Total	93	\$34,884

Source California State University,  
Office of the Chancellor



**APPENDIX H10**     *Institution J Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .864 Factor)*

Academic Rank (9 Month Faculty)	Number of Faculty (Male and Female)	Average Salary	Dollar Amount	Number of 10-Month Faculty	Average Salary	Dollar Amount
Professor	124	\$60,135	\$7,456,740	89	\$59,130	\$5,262,570
Associate Professor	146	42986	6,275,956	125	42,393	5,299,125
Assistant Professor	97	33982	3,296,254	81	33,752	2,733,912
Instructor	17	25661	436,237	14	24,795	347,130
Total	384	\$45,482	\$17,465,187	309	\$44,151	\$13,642,737

Academic Rank (11 Month Faculty)	Number of Faculty (Male and Female)	Average Salary	Unadjusted 12- Month Faculty Expenditures	Expenditures Adjusted for 11- Months
Professor	35	\$62,691	\$2,194,170	\$1,895,763
Associate Professor	21	46,516	976,831	843,982
Assistant Professor	16	35,146	562,342	485,863
Instructor	3	29,702	89,107	76,988
Total	75	\$50,966	\$3,822,450	\$3,302,597

Academic Rank (Combined and Adjusted for Eleven Months)	Total Faculty	Total Expenditures	Current-Year Percentage Increase	Projected Current- Year Salary
Professor	124	\$7,158,333	8.7%	\$62,751
Associate Professor	146	6,143,107	8.7%	45,737
Assistant Professor	97	3,219,775	8.7%	36,081
Instructor	17	424,118	8.7%	27,119
Total	384	\$16,945,334	8.7%	\$47,968

Source: California State University, Office of the Chancellor

**APPENDIX H11**     *Institution K Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	194	\$9,752,270	8	\$332,014	202	\$49,922
Associate Professor	191	7,009,276	40	1,323,916	231	36,074
Assistant Professor	118	3,653,314	54	1,562,623	172	30,325
Instructor	7	183,753	3	67,600	10	25,135
Total	510	\$20,598,613	105	\$3,286,153	615	\$38,837

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	123	\$7,557,472	5	\$295,359	128	\$61,350
Associate Professor	55	2,539,095	8	363,347	63	46,071
Assistant Professor	43	1,866,880	17	746,092	60	43,550
Instructor	1	35,891	0	0	1	35,891
Total	222	\$11,999,338	30	\$1,404,798	252	\$53,191

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 6% for Mid- Year Adjustment
Professor	317	\$15,935,794	13	\$573,677	330	\$50,029	\$52,405
Associate Professor	246	9,086,764	48	1,621,207	294	36,422	38,152
Assistant Professor	161	5,180,795	71	2,173,075	232	31,698	33,203
Instructor	8	213,119	3	67,600	11	25,520	26,732
Total	732	\$29,598,117	135	\$4,339,752	867	\$39,144	\$42,108

Source California State University, Office of the Chancellor

**APPENDIX H14**     *Institution N Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a 8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	206	\$10,780,338	8	\$374,058	214	\$52,123
Associate Professor	197	7,541,327	39	1,404,895	236	37,908
Assistant Professor	96	2,785,306	44	1,201,308	140	28,476
Instructor	0	0	0	0	0	0
<b>Total</b>	<b>499</b>	<b>\$21,106,971</b>	<b>91</b>	<b>\$2,980,261</b>	<b>590</b>	<b>\$40,826</b>

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	3	\$173,687	0	\$0	3	\$57,896
Associate Professor	1	52,609	2	90,303	3	47,637
Assistant Professor	0	0	0	0	0	0
Instructor	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>\$226,296</b>	<b>2</b>	<b>\$90,303</b>	<b>6</b>	<b>\$52,767</b>

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 95% of 6% for Mid-Year Adjustment
Professor	209	\$10,922,449	8	\$374,058	217	\$52,058	\$58,326
Associate Professor	198	7,584,372	41	1,478,781	239	37,921	42,488
Assistant Professor	96	2,785,306	44	1,201,308	140	28,476	31,905
Instructor	0	0	0	0	0	0	0
<b>Total</b>	<b>503</b>	<b>\$21,276,693</b>	<b>93</b>	<b>\$3,047,988</b>	<b>596</b>	<b>\$40,849</b>	<b>\$45,769</b>

Source California State University, Office of the Chancellor

Display B14a CPEC Adjustment to SUNY, Albany Average Salary Calculations

Academic Rank	Total Faculty	Average Salary 1984-85 (As Reported by CSU)	Increase by 95% of 6% to Show 1985-86	Increase by 95% of 6% to Show 1986-87
Professor	217	\$52,058	\$55,025	\$58,162
Associate Professor	239	37,921	40,082	42,367
Assistant Professor	140	28,476	30,099	31,815
Instructor	0	0	0	0
All Ranks Average	596	\$40,850	\$43,178	\$45,639

*APPENDIX H13 Institution M Average Salaries, 1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	117	\$44,649
Associate Professor	114	35,657
Assistant Professor	81	29,491
Instructor	2	24,280
Total	314	\$37,344

Source California State University,  
Office of the Chancellor

*APPENDIX H16 Institution P Average Salaries, 1986-87*

Academic Rank (9 and 11 Months Combined)	Number of Faculty	Average Salary
Professor	91	\$51,399
Associate Professor	125	36,794
Assistant Professor	73	29,706
Instructor	6	25,227
Total	295	\$39,310

Source California State University,  
Office of the Chancellor

**APPENDIX H15** *Institution O Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	151	\$6,419,400	9	\$329,500	160	\$42,181
Associate Professor	202	6,574,200	38	1,126,800	240	32,088
Assistant Professor	117	3,229,700	31	808,700	148	27,286
Instructor	0	0	3	63,700	3	21,233
Total	470	\$16,223,300	81	\$2,328,700	551	\$33,670

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	0	\$0	0	\$0	0	\$0
Associate Professor	0	0	0	0	0	0
Assistant Professor	0	0	0	0	0	0
Instructor	0	0	0	0	0	0
Total	0	\$0	0	\$0	0	\$0

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 95% of 5% for Mid-Year Adjustment
Professor	151	\$6,419,400	9	\$329,500	160	\$42,181	\$42,982
Associate Professor	202	6,574,200	38	1,126,800	240	32,088	32,697
Assistant Professor	117	3,229,700	31	808,700	148	27,286	27,805
Instructor	0	0	3	63,700	3	21,233	21,637
Total	470	\$16,223,300	81	\$2,328,700	551	\$33,670	\$34,309

Source California State University, Office of the Chancellor

**APPENDIX H17**     *Institution Q Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a 8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	353	\$19,150,888	33	\$1,509,309	386	\$53,524
Associate Professor	270	10,196,528	52	1,829,332	322	37,347
Assistant Professor	190	6,096,334	66	1,882,925	256	31,169
Instructor	22	700,900	9	225,936	31	29,898
Total	835	\$36,144,650	160	\$5,447,502	995	\$41,801

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	20	\$1,330,618	4	\$218,186	24	\$64,534
Associate Professor	64	3,172,118	6	244,637	70	48,811
Assistant Professor	63	2,419,829	16	551,096	79	37,607
Instructor	2	62,800	2	46,260	4	27,265
Total	149	\$6,985,365	28	\$1,060,179	177	\$45,455

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 95% of 7 2% for Mid-Year Adjustment
Professor	373	\$20,239,600	37	\$1,687,829	410	\$53,482	\$57,140
Associate Professor	334	12,791,955	58	2,029,494	392	37,810	40,396
Assistant Professor	253	8,076,238	82	2,333,832	335	31,075	33,200
Instructor	24	752,283	11	263,786	35	29,031	31,016
Total	984	\$41,860,076	188	\$6,314,940	1172	\$41,105	\$43,917

Source California State University, Office of the Chancellor

**APPENDIX H18**     *Institution R Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	282	\$14,085,860	5	\$200,350	287	\$49,778
Associate Professor	271	9,680,079	37	1,220,754	308	35,392
Assistant Professor	194	6,030,370	73	2,080,650	267	30,378
Instructor	57	1,179,200	28	555,200	85	20,405
Total	804	\$30,975,509	143	\$4,056,954	947	\$36,993

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	155	\$9,181,985	11	\$596,400	166	\$58,906
Associate Professor	131	5,559,730	5	209,800	136	42,423
Assistant Professor	77	2,732,155	12	421,825	89	35,438
Instructor	16	598,260	9	250,830	25	33,964
Total	379	\$18,072,130	37	\$1,478,855	416	\$46,998

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 95% of 10% for 1986-87 Adjustment
Professor	437	\$21,598,560	16	\$688,324	453	\$49,198	\$53,872
Associate Professor	402	14,229,050	42	1,392,412	444	35,183	38,526
Assistant Professor	271	8,265,819	85	2,425,787	356	30,033	32,886
Instructor	73	1,668,696	37	760,429	110	22,083	24,181
Total	1183	\$45,762,126	180	\$5,266,953	1363	\$37,439	\$40,995

Source California State University, Office of the Chancellor

**APPENDIX H19** *Institution S Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	226	\$10,273,819	25	\$1,046,093	251	\$45,099
Associate Professor	198	6,606,533	68	2,289,199	266	33,443
Assistant Professor	69	1,993,468	53	1,522,323	122	28,818
Instructor	3	65,486	4	73,433	7	19,846
Total	496	\$18,939,306	150	\$4,931,048	646	\$36,951

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	40	\$2,157,066	6	\$311,139	46	\$53,657
Associate Professor	31	1,386,303	5	192,691	36	43,861
Assistant Professor	16	537,198	16	513,745	32	32,842
Instructor	2	56,835	4	115,569	6	28,734
Total	89	\$4,137,402	31	\$1,133,144	120	\$43,921

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 95% of 6.7% for 1986-87 Adjustment
Professor	266	\$12,038,730	31	\$1,300,667	297	\$44,914	\$47,773
Associate Professor	229	7,740,806	73	2,446,859	302	33,734	35,881
Assistant Professor	85	2,433,003	69	1,942,669	154	28,413	30,222
Instructor	5	111,988	8	167,992	13	21,537	22,908
Total	585	\$22,324,528	181	\$5,858,186	766	\$3,6792	\$39,134

Source California State University, Office of the Chancellor



**APPENDIX H20** *Institution T Average Salaries, 1986-87*  
*(11-Month Salaries Converted to 9-Month by Applying a .8182 Factor)*

Academic Rank (9 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	230	\$10,849,016	21	\$903,998	251	\$46,825
Associate Professor	214	7,438,391	67	2,272,585	281	34,559
Assistant Professor	101	3,188,783	77	2,181,287	178	30,169
Instructor	5	162,287	6	142,768	11	27,732
Total	550	\$21,638,477	171	\$5,500,638	721	\$37,641

Academic Rank (11 Month Faculty)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary
Professor	4	\$220,075	2	\$113,896	6	\$55,662
Associate Profesor	12	557,789	2	80,644	14	45,602
Assistant Professor	0	0	0	0	0	0
Instructor	0	0	0	0	0	0
Total	16	\$777,864	4	\$194,540	20	\$48,620

Academic Rank (Combined and Adjusted for Eleven Months)	Male	Dollar Amount	Female	Dollar Amount	Total Number	Average Salary	Increase by 3.1% for 1986-87 Adjustment
Professor	234	\$11,029,081	23	\$997,188	257	\$46,795	\$48,479
Associate Professor	226	7,894,774	69	2,338,568	295	34,689	35,938
Assistant Professor	101	3,188,783	77	2,181,287	178	30,169	31,255
Instructor	5	162,287	6	142,768	11	27,732	28,731
Total	566	\$22,274,925	175	\$5,659,811	741	\$37,699	\$39,056

Source. California State University, Office of the Chancellor

# CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

THE California Postsecondary Education Commission is a citizen board established in 1974 by the Legislature and Governor to coordinate the efforts of California's colleges and universities and to provide independent, non-partisan policy analysis and recommendations to the Governor and Legislature

## Members of the Commission

The Commission consists of 17 members. Nine represent the general public, with three each appointed for six-year terms by the Governor, the Senate Rules Committee, and the Speaker of the Assembly. Six others represent the major segments of postsecondary education in California. Two student members will be appointed by the Governor.

As of January 1992, the Commissioners representing the general public are:

Helen Z. Hansen, Long Beach; *Chair*  
Henry Der, San Francisco, *Vice Chair*  
Mim Andelson, Los Angeles  
C. Thomas Dean, Long Beach  
Rosalind K. Goddard, Los Angeles  
Mari-Luci Jaramillo, Emeryville  
Lowell J Paige, El Macero  
Mike Roos, Los Angeles  
Stephen P. Teale, M D , Modesto

Representatives of the segments are

William T Bagley, San Francisco, appointed by the Regents of the University of California,

Joseph D. Carrabino, Los Angeles, appointed by the California State Board of Education,

Timothy P Haidinger, Rancho Santa Fe, appointed by the Board of Governors of the California Community Colleges,

Ted J Saenger, San Francisco, appointed by the Trustees of the California State University, and

Harry Wugalter, Ventura; appointed by the Council for Private Postsecondary and Vocational Education

The position of representative of California's independent colleges and universities is currently vacant, as are those of the two student representatives

## Functions of the Commission

The Commission is charged by the Legislature and Governor to "assure the effective utilization of public postsecondary education resources, thereby eliminating waste and unnecessary duplication, and to promote diversity, innovation, and responsiveness to student and societal needs "

To this end, the Commission conducts independent reviews of matters affecting the 2,600 institutions of postsecondary education in California, including community colleges, four-year colleges, universities, and professional and occupational schools.

As an advisory body to the Legislature and Governor, the Commission does not govern or administer any institutions, nor does it approve, authorize, or accredit any of them. Instead, it performs its specific duties of planning, evaluation, and coordination by cooperating with other State agencies and non-governmental groups that perform those other governing, administrative, and assessment functions.

## Operation of the Commission

The Commission holds regular meetings throughout the year at which it debates and takes action on staff studies and takes positions on proposed legislation affecting education beyond the high school in California. By law, its meetings are open to the public. Requests to speak at a meeting may be made by writing the Commission in advance or by submitting a request before the start of the meeting.

The Commission's day-to-day work is carried out by its staff in Sacramento, under the guidance of its executive director, Warren H. Fox, Ph D , who is appointed by the Commission.

The Commission publishes and distributes without charge some 20 to 30 reports each year on major issues confronting California postsecondary education. Recent reports are listed on the back cover.

Further information about the Commission and its publications may be obtained from the Commission offices at 1020 Twelfth Street, Third Floor, Sacramento, CA 98514-3985, telephone (916) 445-7933

## FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES, 1987-88

## California Postsecondary Education Commission Report 87-17

ONE of a series of reports published by the Commission as part of its planning and coordinating responsibilities. Additional copies may be obtained without charge from the Publications Office, California Postsecondary Education Commission, Third Floor, 1020 Twelfth Street, Sacramento, California 95814-3985

Recent reports of the Commission include

**87-2 Women and Minorities in California Public Postsecondary Education** Their Employment, Classification, and Compensation, 1975-1985. The Fourth in the Commission's Series of Biennial Reports on Equal Employment Opportunities in California's Public Colleges and Universities (February 1987)

**87-3 Issues Related to Funding of Research at the University of California** A Report to the Legislature in Response to Supplemental Language in the 1985 Budget Act (February 1987)

**87-4 The California State University's South Orange County Satellite Center** A Report to the Governor and Legislature in Response to a Request from the California State University for Funds to Operate an Off-Campus Center in Irvine (February 1987)

**87-5 Proposed Construction of San Diego State University's North County Center** A Report to the Governor and Legislature in Response to a Request for Capital Funds from the California State University to Build a Permanent Off-Campus Center of San Diego State University in San Marcos (February 1987)

**87-6 Interim Evaluation of the California Student Opportunity and Access Program (Cal-SOAP)** A Report with Recommendations to the California Student Aid Commission (February 1987)

**87-7 Conversations About Financial Aid** Statements and Discussion at a Commission Symposium on Major Issues and Trends in Postsecondary Student Aid (February 1987)

**87-8 California Postsecondary Education Commission News, Number 2** [The second issue of the Commission's periodic newsletter] (February 1987)

**87-9 Expanding Educational Equity in California's Schools and Colleges** A Review of Existing and Pro-

posed Programs, 1986-87. A Report to the California Postsecondary Education Commission by Juan C. Gonzalez and Sylvia Hurtado of the Higher Education Research Institute, UCLA, January 20, 1987 (February 1987)

**87-10 Overview of the 1987-88 Governor's Budget for Postsecondary Education in California**, Presented to the Senate Budget and Fiscal Review Subcommittee #1 by William H. Pickens, Executive Director, California Postsecondary Education Commission (March 1987)

**87-11 The Doctorate in Education** Issues of Supply and Demand in California (87)

**87-12 Student Public Service and the "Human Corps"** A Report to the Legislature in Response to Assembly Concurrent Resolution 158 (Chapter 165 of the Statutes of 1986) (March 1987)

**87-13 Standardized Tests Used for Higher Education Admission and Placement in California During 1986** The Second in a Series of Annual Reports Published in Accordance with Senate Bill 1758 (Chapter 1505, Statutes of 1984) (March 1987)

**87-14 Time Required to Earn the Bachelor's Degree** A Commission Review of Studies by the California State University and the University of California in Response to Senate Bill 2066 (1986) (March 1987)

**87-15 Comments on the Report of the California State University Regarding the Potential Effects of Its 1988 Course Requirements** A Report to the Legislature in Response to Assembly Concurrent Resolution 158 (Chapter 165 of the Statutes of 1986) (March 1987)

**87-16 Changes in California State Oversight of Private Postsecondary Education Institutions** A Staff Report to the California Postsecondary Education Commission (March 1987)

**87-18 Funding Excellence in California Higher Education** A Report in Response to Assembly Concurrent Resolution 141 (1986) (March 1987)

**87-19 The Class of '83 One Year Later** A Report on Follow-Up Surveys from the Commission's 1983 High School Eligibility Study (3/87)